

BLUE CROSS AND BLUE SHIELD OF LOUISIANA FOUNDATION

Challenge for a Healthier Louisiana

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I. OVERVIEW OF FUNDING OPPORTUNITY

Letter of Intent Due Date:	Jan. 13, 2012
Full Application Due Date:	April 30, 2012
Project Start Date:	Sept. 1, 2012
Award Size:	\$250,000 to \$1 million
Matching Funds:	The applicant must provide a minimum one-to-one dollar match of cash or in-kind contributions. At least half of the matching support must be a cash match.
Award duration:	Projects are to be completed between one to three years.
Eligibility:	Louisiana-based 501(c)(3) non-profits

II. BACKGROUND

Obesity is fast becoming the most important public health problem of the 21st century. Obesity is a risk factor for developing several chronic diseases, including type 2 diabetes, high blood pressure, heart disease, stroke, and certain cancers. The economic toll of obesity is staggering. It has recently been estimated that obesity is costing \$147 billion annually in the United States alone.

Although obesity rates have risen significantly across the United States over the past several decades, the problem is most pronounced in the Southern region. Among the 50 states, Louisiana currently ranks sixth for adult obesity, and fourth for childhood obesity.

Most experts agree that obesity is the result of an ongoing energy imbalance. It occurs when energy intake (calories we eat) exceeds expenditure (calories burned in physical activity). Thus, physical activity and healthy eating are the keys to preventing obesity.

However, from a public health perspective, the problem is much more complex. At the individual level, behavior drives energy balance, but our environment shapes our decisions to be physically active or to eat right. Communities, neighborhoods, schools, home and workplace environments can all influence people's lifestyle choices.

A recent publication from the Institute of Medicine reported that community efforts to fight obesity can be big or small, broad or narrow. They are certainly fragmented. Little is known about the effectiveness of most community-based programs. Communities are struggling to decide which obesity prevention programs to start and how to measure their impact.

III. PURPOSE

The Blue Cross and Blue Shield of Louisiana Foundation is issuing a challenge to communities across the state to help reshape their environments to support healthy living and prevent obesity. For this initiative, the Foundation is partnering with the Pennington Biomedical Research Center, noted for its work to combat childhood obesity and recognized as the foremost academic nutritional research center in the world.

The goal of Blue Cross' Challenge for a Healthier Louisiana program is to help communities start healthy eating and active living programs, along with environmental change initiatives that can improve the health of children and families across Louisiana.

IV. APPROACH

Challenge for a Healthier Louisiana seeks innovative projects that address the causes of obesity through integrated changes in policies, norms, practices, social supports and the physical environment. Projects that target underserved or high-risk populations are particularly encouraged. Projects should have multiple collaborators and should incorporate several of the following efforts:

- Encourage healthy lifestyles
- Promote physical activity
- Promote fitness and nutrition education
- Support parental involvement in their children's lives
- Provide access to safe facilities and neighborhoods for physical activity
- Directly support adequate and healthy nutrition

In addition, projects should strive to include components from multiple levels, such as:

- Individual
- Family
- School
- Community
- Healthcare Settings

Interventions that target multiple components and levels of influence are more likely to move the needle on obesity. Projects that include several of the above components will receive special consideration. Community engagement and strong collaborators are critical for supporting healthier lifestyles, as well as for sustaining efforts beyond Challenge Grant funding.

Applicants must provide evidence that proposed project components have proved effective to receive full consideration for funding. Support from research studies, pilot programs or related projects as to the effectiveness of one or more of the components of the proposed project is critical.

The Centers for Disease Control and Prevention (CDC) provides a framework for designing community-based programs to help to stimulate discussions around project components that would have the greatest impact in your community. The CDC's MAPPs strategy recommends designing programs including the following components: **M**edia, **A**ccess, **P**oint of decision information, **P**rice, and **S**ocial support services. The following table summarizes strategies within each of these components that have proven successful in promoting healthier nutrition and increased levels of physical activity in a community setting. Applicants are also encouraged to consult CDC's "Recommended Community Strategies and Measurements to Prevent Obesity in the United States" (<http://www.cdc.gov/mmwr/preview/mmwrhtml/rr5807a1.htm>) for additional information in designing their proposed projects.

Table. Community media, access, point of decision information, price, and social support services strategies to support healthy living and prevent obesity
 (CDC, http://www.cdc.gov/chronicdisease/recovery/PDF/MAPPS_Intervention_Table.pdf)

	Nutrition	Physical Activity
Media	<ul style="list-style-type: none"> • Media and advertising restrictions consistent with federal law • Promote healthy food/drink choices • Counter-advertising for unhealthy choices 	<ul style="list-style-type: none"> • Promote increased activity • Promote use of public transit • Promote active transportation (bicycling and walking) • Counter-advertising for screen time
Access	<ul style="list-style-type: none"> • Healthy food/drink availability (e.g., incentives to food retailers to locate/offer healthier choices in underserved areas, healthier choices in child care, schools, worksites) • Limit unhealthy food/drink availability (whole milk, sugar sweetened beverages, high-fat snacks) • Reduce density of fast food establishments • Eliminate trans fat through purchasing actions, labeling initiatives, restaurant standards • Reduce sodium through purchasing actions, labeling initiatives, restaurant standards • Procurement policies and practices • Farm to institution, including schools, worksites, hospitals and other community institutions 	<ul style="list-style-type: none"> • Safe, attractive accessible places for activity (e.g. access to outdoor recreation facilities, enhance bicycling and walking infrastructure, place schools within residential areas, increase access to and coverage area of public transportation, mixed use development, reduce community designs that leads to injuries). • City planning, zoning and transportation (e.g., planning to include the provision of sidewalks, mixed use, parks with adequate crime prevention measures, and Health Impact Assessments) • Require daily quality PE in schools • Require daily physical activity in afterschool/childcare settings • Restrict screen time (afterschool, daycare)
Point of Purchase/Promotion	<ul style="list-style-type: none"> • Signage for healthy vs. less healthy items • Product placement & attractiveness • Menu labeling 	<ul style="list-style-type: none"> • Signage for neighborhood destinations in walkable/mixed-use areas • Signage for public transportation, bike lanes/boulevards.
Price	<ul style="list-style-type: none"> • Changing relative prices of healthy vs. unhealthy items (e.g. through bulk purchase/procurement/competitive pricing). 	<ul style="list-style-type: none"> • Reduced price for park/facility use • Incentives for active transit • Subsidized memberships to recreational facilities
Social Support & Services	<ul style="list-style-type: none"> • Support breastfeeding through policy change and maternity care practices 	<ul style="list-style-type: none"> • Safe routes to school • Workplace, faith, park, neighborhood activity groups (e.g., walking hiking, biking)

The following examples show the type of multilevel project that the Blue Cross Foundation hopes to fund. These are only examples. Applicants should develop projects that address the specific needs and settings of their communities.

- A community promotes menu labeling and healthy menu items in local restaurants, along with a local media campaign to highlight making healthier food choices. Healthy menu items are provided in appropriate portion sizes and priced competitively. Dietitians work with restaurants to analyze menus for nutritional information and to plan healthier menu items.
- A community provides incentives to local farmers to encourage local food production together with a farm-to-school initiative and with efforts to create a new location of a farmer's market in an economically deprived neighborhood lacking a nearby grocery store. Low-income seniors and WIC recipients are provided a weekly \$10 voucher for fresh produce redeemable at the farmer's market.
- A community and school district work together to develop a joint use agreement to allow public access to recreational facilities on school grounds. School recreational facilities are renovated, which increases access to physical activity opportunities for both students and the larger community. A website is created on which residents can determine walkable routes from their homes to a nearby school with accessible facilities, share routes with other residents, and organize local walking groups.
- A community establishes a schedule of closing off certain streets to traffic during after-school hours, in order to create safe "play streets" for children and safe areas for seniors and adults to walk in neighborhoods with low access to recreational opportunities. Where possible, "play streets" are networked to connect to local parks, allowing children to safely travel to parks and seniors to plan safe walking routes. Local organizations provide family-based programming in networked parks to encourage parental support of their children's physical activity.

V. APPLICANT ELIGIBILITY

A. Eligible Applicants

Organizations eligible to submit an Application under this announcement are limited to Louisiana-based 501(c)(3) non-profit agencies. An organization (primary applicant) may not submit more than one Application. Communities may apply for multiple projects, however, in partnerships with different agency applicants.

Questions regarding eligibility can be addressed to BCBSCChallenge@pbrc.edu.

B. Matching Funds

Applicants are required to match the Blue Cross Foundation funds awarded on a dollar-for-dollar basis. These matching funds may come from various sources. Matching funds may be cash or in-kind contributions, including unrecovered indirect costs; however, at least one-half of the matching support must be a cash match.

Applications that do not include assurance of adequate matching funds will not be accepted.

C. Partner Agencies

Applicants are required to have at least one partner identified, and applicants are recommended to secure multiple partnerships to support project activities and sustain efforts beyond the current funding period. The strength of the project team, including partnering agencies, is a critical element of a proposed project. Partner agencies are not required to be 501(c)(3) non-profit agencies. Partner agencies may include, but are not limited to, other non-profit agencies, local municipalities, school districts, hospitals, universities, research centers, chambers of commerce, or private industry. An agency may be included as a partner agency across multiple Challenge Grants submitted by different primary applicants.

Applications for projects that have not engaged at least one partner agency will not be accepted.

VI. APPLICATION AND SUBMISSION PROCEDURES

A. Letter of Intent Instructions

Potential applicants are required to submit a Letter of Intent. The Letter of Intent is due Jan. 13, 2012 and should adhere to the instructions provided in **Attachment 1**. The Letter of Intent will briefly describe the proposed project, community setting, qualifications of applicant organization, partner organizations, and anticipated matching funds. Only organizations that have submitted a Letter of Intent will be invited to participate in the technical help opportunities, described below, and will be permitted to submit a full Application.

B. Full Application Instructions

a. Application Cover Page

The Application cover page summarizes key elements of the proposed project. Applicants are required to submit the cover page electronically, accompanying the other elements of the full Application. The cover page template is provided in **Attachment 2**.

b. Application Narrative

The full Application narrative describes the proposed project and the organization's capacity for accomplishing the project. Applicants will be required to submit the full Application narrative electronically as a single document that adheres to the instructions provided in **Attachment 3**.

c. Letters of Support

All partnering organizations must provide a Letter of Support. Applicants are required to scan all Letters of Support and submit them electronically (PDF is the preferred document format) with the full Application.

d. Budget and Budget Justification

The project budget should be prepared using the template provided in **Attachment 4**. In addition, a budget justification must provide sufficient detail for the various line items in the budget template in order to support the proposed costs. Instructions for completing the budget justification are provided in **Attachment 5**. The budget will be reviewed to ensure costs are reasonable, allowable, and necessary. Pennington Biomedical and/or the Blue Cross and Blue Shield of Louisiana Foundation reserves the right to request additional budget information before approving or denying an Application. Applications may be recommended for funding, but at a lesser amount than requested.

e. Description of Matching Support

Applicants are required to summarize the sources and the amount of all matching support from outside the applicant organization using the template provided in **Attachment 6**.

f. Pledge Agreements

Each organization providing matching support must provide a Pledge Agreement that details the resources it is contributing to the project. An organization considered a partnering organization that is also providing matching support is not required to submit a Letter of Support in addition to a Pledge Agreement. Applicants are required to scan all Pledge Agreements and submit them electronically (PDF is the preferred document format) with the full Application.

g. Additional Documentation

The following additional documents are required to be submitted at the time of the full Application:

- Copy of current IRS tax-exemption letter
- Copy of Incorporation certificate with the State of Louisiana
- Current annual operating budget
- Audited Financial Statements (or governmental auditors' statement) of fiscal agent
- A copy of the income and expense statement (also called a Statement of Activities) current within the past 3 months
- A copy of the balance sheet (also called a Statement of Financial Position) current within the past 3 months
- List of board members (one-page list)

C. Submission Dates and Times

- Jan. 13, 2012 (5:00 PM CT): Deadline for submission of a Letter of Intent
- April 30, 2012 (5:00 PM CT): Deadline for submission of a full Application

Applicants are required to submit their Letters of Intent and/or full Applications electronically to BCBSChallenge@pbrc.edu. Confirmation emails will acknowledge receipt of submissions.

In fairness to all applicants, letters of intent and/or Applications received after the respective deadlines will not be accepted.

D. Funding Restrictions

Blue Cross Foundation grant funds may be used for project staff salaries, consultant fees, meetings, supplies, project-related travel, data collection related to evaluation, and other direct expenses, including a limited amount of equipment deemed essential to the project. Grant funds may be used for building new infrastructure (e.g., walking trails, bike paths) and for renovations directly supporting project objectives. Grant funds may not be used to subsidize individuals for the cost of their healthcare, for lobbying, for inadvertent support of unhealthy behaviors (e.g., providing unhealthy snacks during a health promotion activity) or as a substitute for funds currently being used to support similar activities.

E. Technical Help

- a. Informational workshops and conference calls for potential applicants:
Oct. – Nov. 2011 (For specific dates and locations, see <http://www.ourhomelouisiana.org/challenge>.)

Workshops and/or conference calls will be held to describe this grant opportunity, to provide guidance about the application process, and to answer questions from organizations considering applying.

- b. Workshops to provide direct capacity-building technical help on varied aspects of developing the grant proposal:
Feb. – March 2012 (Specific dates and locations will be published on <http://www.ourhomelouisiana.org/challenge> on Jan. 31, 2012.)

Organizations submitting a Letter of Intent will be invited to participate in these regional workshops and/or web conference calls. For example, topics may include how to develop a logic model that describes project inputs, activities, and expected outcomes.

F. Other Submission Requirements

Letters of Intent and full Application narratives must adhere to the following format:

- **black type,**
- **12-point Arial font,**
- **1.5 line spacing, and**
- **1” margins on all sides.**

As specified in the instructions, letters of intent must not exceed 3 pages and Application narratives (excluding timelines and references) must not exceed 10 pages.

All Application documents must be submitted electronically to BCBSChallenge@pbrc.edu. In fairness to all applicants, Letters of Intent and Applications that are late or inconsistent with the format and instructions will not be reviewed.

VII. APPLICATION REVIEW PROCESS

A. General Information

The Pennington Biomedical Research Center will assemble an expert panel to review Applications for the Blue Cross' Challenge for a Healthier Louisiana. Following the review process, a list of rank-ordered Applications, along with the review scores, will be presented by to the Blue Cross and Blue Shield of Louisiana Foundation Board of Directors for final selection of projects. Funding for Challenge Grants is at the sole discretion of the Blue Cross and Blue Shield of Louisiana Foundation Board of Directors.

B. Review and Selection Process

Applications will be reviewed by a panel of experts convened by the Pennington Biomedical Research Center. The panel will be composed of scientists and community representatives from the fields of obesity and health. The review panel will be comprised of individuals who have no conflict of interest with any of the proposals, and will include people from Louisiana and neighboring states to ensure a fair and equitable review process.

Review panel members will be asked to review the Applications received using a standard review template, and will attend an in-person review panel meeting to discuss and rank the Applications from highest to lowest priority for funding based on an assessment of the evaluation criteria described below.

C. Evaluation Criteria

Applications will be evaluated on the following criteria:

- Capacity for carrying out the project (30 points total)
 - Applicant's readiness for carrying out the project, including organizational experience and specific staff members' experience with similar projects (10 points)
 - Experience working in the community (10 points)

- Appropriate partnerships identified and roles described, with Letters of Support from partner organizations (10 points)
- Project description (45 points total)
 - Need for the project (5 points)
 - Prior evidence of effectiveness of project components (10 points)
 - Project components represent multiple levels of influence (5 points)
 - Project goal(s) and objective(s) (5 points)
 - Project activities to accomplish the goal(s) (10 points)
 - Plan for sustainability beyond funding period (10 points)
- Evaluation plan (25 points total)
 - Project logic model (10 points)
 - Description of measurable indicators that will be used to assess project implementation and success (10 points)
 - Adequate resources budgeted for monitoring and evaluation activities (5 points)

VIII. AWARD ADMINISTRATION

A. General Information

Within the limit of funds available, the Blue Cross and Blue Shield of Louisiana Foundation will award grants to those applicants whose Applications are judged most meritorious under the procedures set forth in this RFP. The project should be initiated as soon as possible after the grant effective date so project goals may be attained within the funded project period. All funds awarded under this RFP shall be expended solely for the purpose for which the funds are granted in accordance with the approved Application and budget, the regulations, and the terms and conditions of the award. In its role as program administrator and evaluator, the Pennington Biomedical Research Center will be responsible for monitoring the use of grant funds.

B. Award Notice

Successful applicants will receive a Notice of Award (NoA) from the Blue Cross and Blue Shield of Louisiana Foundation. The NoA shall be a binding, authorizing document between the recipient and BCBSLAF. The NoA will be signed by an authorized official within BCBSLAF and emailed to the proposal contact, and a hard copy of the NoA will be mailed to the organization's fiscal officer identified in the Application.

Unsuccessful applicants will receive notification of the results of the Application review by mail.

C. Expected Outputs and Reporting Requirements

The Pennington Biomedical Research Center (Pennington Biomedical) will be responsible for monitoring and evaluation of the Challenge Grant program. **All grantees will be required to submit the following items to Pennington Biomedical:**

- a. Short-term (45-day post-award):
 - Evaluation work group roster and meeting schedule
 - Revised logic model
 - Revised evaluation plan
- b. 6-months/every 6-months
Project progress report:
 - Description of activities and outputs to date
 - Maintenance of proposed timelines/milestones
 - Achievement of outcomes (as applicable)
 - Specific barriers and successes
 - Maintenance of budget/financial statement
- c. Project conclusion (submitted within 60 days of project completion)
Final evaluation report:
 - All evaluation findings (reflecting the details of the evaluation plan).
 - Financial/budget statement

In addition, grantees will be required to participate in 1) conference calls (at least quarterly) with Pennington Biomedical to monitor project progress, and 2) an annual one-day grantee meeting organized by Pennington Biomedical to describe progress and share experiences (attended by two key project staff per project).

Pennington Biomedical evaluators will also be requesting success stories and lessons learned from each project as well as video- and/or photo-documentation of progress that may be used both for evaluation and project publicity. The timeframe for providing this additional information will be established during preparation of the revised evaluation plan.

D. External Evaluation Plan

Pennington Biomedical will work with each funded project to evaluate the success of Blue Cross' Challenge for a Healthier Louisiana. Immediately after an award notice, Pennington Biomedical evaluators will meet with grant recipients to develop the project evaluation plan. This will include a review of project objectives, activities, performance targets, timetables, milestones, outcomes and outcome indicators, and tracking methods. **However, a preliminary logic model and evaluation plan must be submitted as part of the full Application.** The purpose of the preliminary evaluation plan is to communicate, to all stakeholders, a framework of project expectations and to inform the integration of evaluation activities into the project work plan and budget.

a. The Logic Model

The logic model must illustrate the relationship between program activities and expected outcomes to achieve the program goals and objectives (see <http://www.ourhomelouisiana.org/challenge> for resources and examples):

- The preliminary logic model can be formatted as a table or as descriptive text.
- It is to include an outline of project resources, activities, outputs (direct products of these activities), and outcomes (intended effects). If appropriate, outcomes are to be further categorized as “short-term”, “intermediate”, or “long-term”.

b. The Evaluation Plan

The evaluation plan will be in place to determine overall program effectiveness, including measuring the relationship between effort and outcome (see <http://www.ourhomelouisiana.org/challenge> for resources and examples):

- The preliminary evaluation plan can be formatted as a table or as descriptive text.
- For each project objective, the evaluation plan should identify at least one measurable indicator of success, related data/information sources supporting the indicator(s), and time frames for measuring.
- Indicators should measure both the program implementation (process indicators) as well as program success (outcome indicators):
 - Process indicators – address overall project function such as effectiveness of collaborations or partnerships, target population(s) and project reach, use of resources, and implementation of activities.
 - Outcome indicators – address the degree to which the project achieves its intended purpose. It should address project impact in terms of effectiveness of project activities relative to goals, objectives, and important contributions to community health.
- The evaluation plan should seek to measure program impact at the level of the community as a whole, but may also focus on vulnerable populations within the community.

c. Monitoring and Reporting

A system must be in place or developed for the purpose of data collection and project assessment:

- Applicants are to describe their intended approach to tracking and monitoring the implementation of each project activity as well as the overall progress toward achieving objectives.
- Applicants are to demonstrate the capacity to establish an evaluation work group, with representation from each collaborator, to contribute to ongoing evaluation development and implementation, and to undertake responsibility for evaluation data collection, tracking/monitoring, and reporting.

d. Funded projects will be expected to:

- Actualize the evaluation work group.
- Work with the external evaluator (Pennington Biomedical) to fine-tune the evaluation plan and the monitoring/tracking and reporting procedures.
- Consider the issue of project sustainability as part of evaluation planning and reporting.

- Report evaluation findings to Pennington Biomedical
- Participate in conference calls to monitor project progress
- Send two representatives to an annual meeting of grantees at Pennington Biomedical to report on progress and share experiences

IX. ADDITIONAL RESOURCES

The Challenge Grant website provides links to valuable resources to assist applicants in various areas, such as designing the community intervention, developing the evaluation plan and logic model, and preparing the grant Application.

X. CONTACT INFORMATION

For more information on the BCBSLA Foundation, please contact:

Christy Reeves
888-219-2583
Email: Foundation@bcbsla.com

For any questions about this Request for Proposals, please contact:

Elizabeth Gollub, PhD, MPH, RD
225-763- 0945
Email: BCBSChallenge@pbrc.edu

ATTACHMENT 1: Letter of Intent Instructions

Instructions:

The Letter of Intent is due by 5:00 PM CT on Jan.13, 2012.

All potential applicants are required to submit a Letter of Intent. Only organizations submitting a Letter of Intent will be invited to participate in the technical help opportunities and will be permitted to submit a full Application.

Your Letter of Intent must be formatted in **black type, 12-point Arial font, 1.5 line spacing, and 1" margins**. The entire Letter of Intent should be no more than **3 pages**.

In fairness to all potential applicants, letters that exceed the 3-page limit or that do not conform to the formatting instructions above will not be reviewed.

Organize your Letter of Intent in the specified order and using the instructions provided below. Start each section with the appropriate section heading **in bold type**.

Project Summary

Provide the following information in your project summary, one element per line.

1. Project Title:
2. Applicant Organization: (organization name, as registered with the IRS)
3. Organization Employer Identification Number:
4. Organization Executive Director/CEO Name:
5. Organization Mailing Address:
6. Proposal Contact Name:
7. Proposal Contact E-mail:
8. Proposal Contact Phone:

Project Description

Briefly describe your project.

Community Setting

Describe the community/population that will be targeted by the project, including the need for this project and which members of the will be targeted by this project. (Projects that target underserved or high-risk populations are particularly encouraged.)

Qualifications of Applicant Organization

Briefly describe the qualification of your organization to conduct the proposed project. In particular, describe your organization's experience with similar projects and your organization's experience working in the community.

Partner Organizations

Briefly describe partnering organizations that you have identified (Letters of Support are not necessary for the Letter of Intent) and the roles they will play in the project.

Matching Funds

Briefly describe the resources (estimated amount; type of resource, e.g., cash or in-kind; and source) you anticipate being able to assemble for your project (Pledge Agreements are not necessary for the Letter of Intent).

ATTACHMENT 2:
Full Application Cover Page Template *(on following page)*

Blue Cross and Blue Shield of Louisiana Foundation: Challenge for a Healthier Louisiana

Full Application Cover Page

Contact Information

Organization Name

as registered with the Internal Revenue Service _____

Employer Identification Number _____

Executive

Director/CEO Name _____

ED/CEO Title _____

ED/CEO E-mail _____

Organization Mailing Address _____

City _____

Zip _____

Phone _____

Fax _____

Project Contact

Person Name _____

Contact Person

Title _____

Contact

Person E-mail _____

Project Summary

Project Name _____

Project Start Date _____

Community/population

targeted by project: _____

Funding Amount Requested \$ _____

Total Match \$ _____

Total Cash Match \$ _____

Partner Agencies:

(Letters of Support included with Application)

Agencies provided matching funds:

(Pledge Agreements included with Application)

ATTACHMENT 3: Full Application Narrative Instructions

Instructions:

The full Application is due by 5:00 PM CT on April 30, 2012.

Your full Application Narrative must be formatted in **black type, 12-point Arial font, 1.5 line spacing, and 1" margins**. The entire narrative (excluding references and planned activities chart) should be no more than **10 pages**.

In fairness to all potential applicants, Narratives that exceed the 10-page limit or that do not conform to the formatting instructions above will not be reviewed.

Organize your narrative in the specified order and using the instructions provided below. Start each section with the appropriate section heading in **bold type**.

Community Setting and Need

Describe the community/population that will be targeted by the project, including the need for this project and which members of the community will be targeted by this project. (Projects that target underserved or high-risk populations are particularly encouraged.)

Project Description

Describe the project. Describe the multiple components/levels within the community that the project targets. Reference the evidence supporting the effectiveness of the proposed project components.

Goals and Objectives

Define the project's specific goals and objectives.

Logic Model

Detail the activities, outputs, and outcomes of the proposed project using a logic model. Resources related to developing a logic model can be found on the Challenge Grant website.

Evaluation Plan

Describe the measures and related data/information sources that will be used to evaluate progress towards achieving project goals and objectives. Indicators should measure both the program's implementation (process indicators) as well as program success (outcome indicators).

Project Team

Describe the organization's experience working within the community. Describe the qualifications, experience and time commitment of the key project staff for conducting the proposed project, including related past experience working with the similar projects and with similar populations. Describe the specific role of each team member. Describe the key partnering organization(s) and their role(s). Describe how the project will be managed. Describe the composition and management of the evaluation work group.

Sustainability Plan

Describe how the positive environmental changes promoted by the project will be sustained beyond the funding period.

Limitations

Describe any potential difficulties and/or challenges that your project may encounter, along with approaches that you will use to address them.

References *(This does not count in the narrative page limit.)*

List all references. References should be limited to those relevant to the proposed project.

Planned Activities *(This does not count in the narrative page limit.)*

Please use the sample chart, or create a similar one, to show a timeline of major tasks and activities proposed for your project. Within the chart, clearly indicate start and end dates, as well as the organization responsible for each activity.

Organization Responsible	9/12	10/12	11/12	12/12	1/13	Etc.
Activity 1						
Activity 2						
Activity 3						
Activity 4						
Activity 5						
Etc.						

ATTACHMENT 4:
Full Application Budget Instructions and Template (on following page)

Instructions:

The full Application is due by 5:00 PM CT on April 30, 2012.

The following instructions refer to completing the Budget template. Additional instructions for preparing the detailed Budget Justification are provided in Attachment 5. Use the template to show how Blue Cross Foundation and matched funds will be used.

A. Personnel: *Personnel costs from the applicant organization required to perform the project. Individual positions should not be listed in the budget template, but should be summarized by category:*

Project professional personnel includes positions that provide technical and professional support of the project planning and implementation.

Project administrative personnel includes positions that provide direct administrative support for project activities.

B. Fringe Benefits: *All federal, state and local taxes as well as health insurance and other benefits provided to the project staff considered in the Personnel category.*

D. Equipment: *Any equipment purchased by the applicant organization for use in the project.*

E. Materials and Supplies: *Materials and supplies are tangible personal property (other than equipment) directly used for the project. This category includes items such as office supplies, software, field supplies, etc.*

F. Travel: *Local travel by project staff related to project implementation and project promotion. Travel should also include the costs for a one-night stay in Baton Rouge for two project staff to attend an annual grantee meeting (in years 2 and 3, if applicable, of the project period).*

G. Communications/Marketing: *Funds to increase awareness and to promote the project and/or components. This category may include costs for printing brochures, public service announcements, non-personnel website costs, etc.*

H. Data Collection/Processing: *Costs associated with any data collection related to evaluation. This may include items such as temporary help (interviewers, data entry clerks, etc.), design and development of survey instruments, mailing of questionnaires, expenses related to telephone surveys, etc.*

I. All Other Direct Costs: *Costs that do not fall into any of the other categories but that are directly related to project promotion or implementation. This may include personnel costs from partner organizations.*

K. Indirect Costs: *Indirect costs are overhead expenses incurred by the applicant organization as a result of a project but that are not easily identified with a specific project, for example, administrative expenses that are related to overall operations and are shared among projects and/or functions. Indirect costs may not exceed 10% of the total direct costs associated with the project.*

Blue Cross and Blue Shield of Louisiana Foundation: Challenge for a Healthier Louisiana

Full Application Budget

	1 st Year Funding		2 nd Year Funding		3 rd Year Funding (if applicable)		Total BCBSLAF Funding
	BCBSLAF	Match	BCBSLAF	Match	BCBSLAF	Match	
A. <u>Personnel</u>	 	 	 	 	 	 	
Professional Personnel							
Support Personnel							
A. Total							
B. <u>Fringe Benefits</u>	 	 	 	 	 	 	
Professional Personnel							
Support Personnel							
B. Total							
C. Total Salaries, Wages & Benefits (Add Totals for A. & B.)							
D. Equipment							
E. Materials and Supplies							
F. Travel							
G. Communications/Marketing							
H. Data Collection/Processing							
I. All Other Direct Costs							
J. Total Direct Costs (Add Totals from C.– I.)							
K. Indirect Costs (max 10% x J.)							
L. Total Costs (Add J. & K.)							

ATTACHMENT 5: Full Application Budget Justification Instructions

Instructions:

The full Application is due by 5:00 PM CT on April 30, 2012.

The Budget Justification should provide sufficient detail to allow reviewers to understand how costs were calculated and how each budget item contributes to the project (budget items paid with either Blue Cross Foundation funds or matched funds).

Organize your Budget Justification in the specified order and using the instructions provided below. Start each section with the appropriate section heading **in bold type**.

Personnel

For all persons employed by the applicant organization, list all staff positions involved in the proposed project by title. Organize by the categories from the Budget template: project professional staff and project administrative staff. For each position, provide the base annual salary, percentage of effort, and role on the project (including major activities). Compensation paid for employees engaged in grant activities must be consistent with that paid for similar work within the applicant organization.

Example:

Project Manager (\$70,000 x 50% effort = \$35,000) Responsible for day-to-day management of project activities.

Fringe Benefits

Indicate the percentage used to calculate the fringe benefit costs.

Equipment

Itemize the equipment, describe each piece's role in the project, and provide unit and total costs.

Materials and Supplies

Materials and supplies are tangible personal property other than equipment that are directly used for the project. This includes items such as office supplies, software, field supplies, etc.

Travel

Local travel by project staff related to project implementation and project promotion. Travel should also include the costs for a one-night stay in Baton Rouge for two project staff to attend an annual grantee meeting (in years 2 and 3, if applicable, of the project period).

Provide information used in estimating the cost such as: the destination, purpose, number of travelers, and estimated cost per trip. This includes all travel paid directly by the applicant organization whether the traveler is employed by the applicant organization or not.

Example:

Travel to Baton Rouge for 1-day grantee meeting (2 trips, years 2 and 3) = \$xxx

Per trip:

Round trip mileage to/from Baton Rouge (xxx miles at \$0.xx per mile) \$xxx

One night lodging \$xxx

Per diem \$xxx

Communications/Marketing

Itemize the communications/marketing funds budgeted for the project, and describe their associated activities/project components.

Data Collection/Processing

Itemize the costs budgeted for data collection/data processing.

All Other Direct Costs

Itemize any additional direct costs that do not fall into any of the other categories, and describe their roles in the project and associated project activities/components.

Indirect Costs

Indicate the percentage used to calculate the indirect costs. Indirect costs may not exceed 10% of the total direct costs associated with the project.

ATTACHMENT 6: Full Application Description of Matching Support Instructions and Template (on following page)

Instructions:

The full Application is due by 5:00 PM CT on April 30, 2012.

Please use the template on the following page to describe the Matching Support available to your project. Refer to the example below for instructions about how to complete the template. You may add/delete lines in the table as needed.

For "Type of Matching Support," an "in-kind" match is defined as a non-cash contribution to the project (e.g., goods, services, land, facilities, space, personnel, equipment or materials) that is assigned a cash equivalent value. Each different in-kind match should be described and valued in the Matching Support template.

The values listed for "TOTAL CASH MATCH" support and "TOTAL MATCH" support should correspond to the values listed in fields of the same name on the full Application cover page.

Each organization listed on the matching support table must also complete a Pledge Agreement, which must be included with the full Application.

Example:

Organization	Type of Matching Support	Description of Matching Support	Value of Matching Support
<i>Example agency 1</i>	<i>In-kind</i>	<i>50% position 1 (including fringe benefits) for 3 years</i>	<i>\$75,000</i>
	<i>In-kind</i>	<i>10% position 2 (including fringe benefits) for 3 years</i>	<i>\$15,000</i>
<i>Example agency 2</i>	<i>Cash</i>	<i>Cash</i>	<i>\$50,000</i>
<i>Example agency 3</i>	<i>Cash</i>	<i>Cash</i>	<i>\$60,000</i>
TOTAL CASH MATCH			\$110,000
TOTAL MATCH			\$200,000

Blue Cross and Blue Shield of Louisiana Foundation: Challenge for a Healthier Louisiana

Full Application Description of Matching Support

Organization	Type of Matching Support	Description of Matching Support	Value of Matching Support
TOTAL CASH MATCH			
TOTAL MATCH			