

REQUEST FOR PROPOSALS (RFP) COMMUNITY ACTION MODEL (CAM) PROJECTS – TOBACCO FREE PROJECT

Date of RFP release: Monday, February 6, 2017

To: Interested San Francisco Community-based Agencies

From: San Francisco Study Center in partnership with Community Health Equity and Promotion Branch, San Francisco Department of Public Health

Due Date for RFP applications: Friday, March 31, 2017, **12:00 pm (NOON)**

I. OVERVIEW

The San Francisco Study Center, in partnership with the Tobacco Free Project of the Community Health Equity and Promotion Branch, San Francisco Department of Public Health is releasing this Request for Proposals. Through this RFP, funding will be made available to at least five organizations to implement Community Action Model (CAM) projects, a five (5) step process that builds capacity of Emerging Community Leaders (ECLs).



Emerging Community Leaders (ECLs) are defined as either adults or youth who are willing to engage and receive training and support to improve health equity for their community through Policy-System-Environmental changes (Action). Emerging Community Leaders actively engage in learning and leading on health equity analysis and Policy-System-Environmental Change activities. Funded organizations, with the technical assistance of the TFP staff, will train and guide a cohort of ECLs to implement community-led research, community organizing, media campaign, health education, and other activities to achieve their selected Action. [A menu of potential issues is listed on page 3.](#)

For the first time TFP is offering **TWO (2) types of funding** for the Community Action Model (CAM) for the period of Fiscal Year (FY) 17-18 (July 1, 2017- June 30, 2018):

1. **The CAM Planning grant is a ONE (1) year grant that focuses on the first three steps of the Community Action Model from July 1, 2017 to June 30, 2018.** The CAM Planning grant is intended for organizations that have limited capacity and/or experience in community engagement and organizing around a specific Policy-Systems-Environmental change. The CAM Planning grants will consist of a \$50,000 award for organizations to:

- Designate at minimum a single 0.5 FTE Project Coordinator,
- Train and provide stipends to a cohort of 3-4 Emerging Community Leaders (ECLs) who will conduct a community-led assessment of their selected issue for a target population (may include geographic, ethnic, cultural, or other groups of San Francisco residents), and
- Identify potential strategies that might be implemented in a potential second (Action) phase.

Through a guided assessment process, funded projects and participants will gain an understanding of the issue, and explore community and stakeholder support and readiness. More importantly, they will be required to report back to the community and the SFDPH about their findings through either a community forum or presentation. CAM Planning grant organizations may be invited to apply for a CAM Implementation grant during the next phase of the CAM cycle that begins in FY 18-19 (July 1, 2018- June 30, 2019).

2. **The CAM Implementation grant is a TWO (2) year grant to implement all five steps of the Community Action Model from July 1, 2017 to June 30, 2019.** The CAM Implementation grant is intended for organizations with some experience and established programming in community leadership development; informing and engaging local decision-makers; and/or driving Policy-System-Environmental change to promote community health. It is anticipated that organizations awarded this funding will be funded for 2 years, however all awarded organizations are required to renegotiate a contract in the second year. The CAM Implementation grant will have considerably increased deliverable expectations than the CAM Planning grant. Successfully progressing projects will be invited to plan and implement a second year focus on an Action phase that leads towards Policy-System-Environmental (PSE) change. The CAM Implementation grants will consist of a \$100,000 award annually for up to two years (maximum \$200,000 over two years) for organizations to:

- Designate at minimum a single .80 FTE Project Coordinator,
- Train and provide stipends and support to 6-8 Emerging Community Leaders (ECLs) who will implement all five Community Action Model steps - from community-led research to community education and engaging decision-makers.
- Engage and implement educational activities to stakeholders that move toward a policy, systems, and environmental change that is both impactful and sustainable through an Action phase.

The table on page 7, [Community Action Work Plan Requirements](#), outlines the different requirements of the two grants.

Interested organizations can apply to **either one or both** of CAM grant types for the July 1, 2017 to June 30, 2018 cycle, however only one award will be made to any one organization:

Program	Estimated Amount
Community Action Model- Planning Grant*	\$50,000
Community Action Model- Implementation Grant**	\$100,000

*Planning grants may be eligible to apply for an Implementation grant for FY18-19

**Implementation Grants will negotiate a new contract, workplan and budget for FY18-19 at the end of FY17-18

COMMUNITY ACTION MODEL (CAM)

The CAM process was influenced by the concept of “popular education” and the work of a Brazilian educator Paulo Freire, and like-minded individuals from around the world. In this context, “popular” means “of the people” as well as “by the people”, and encompasses a social justice lens, and Participatory Action Research practices. Building on the strengths, resources and assets of a community, the CAM process focuses on environmental changes and health equity, rather than individual change. The CAM grants fund and support organizations to train and guide community members to critically examine the issues that impact their community’s health, specifically tobacco-related issues, and identify sustainable Policy-System-Environmental strategies to address them.

The Community Action Model supports Emerging Community Leaders (ECLs) to acquire and bolster their skills in research, critical thinking and organizing, so that they can more effectively understand and speak up about the inequities that their communities experience. Throughout the CAM process, the Tobacco Free Project (TFP) staff provide extensive technical assistance and training to the funded organizations and community members, in order to achieve their identified goals and create sustainable change. This technical assistance includes a Project Coordinator Orientation/ Training, a one-day training for the CAM community leaders on the CAM model, and additional trainings on topics such as community-led research, media engagement, message development, and organizing. The Tobacco Free Project staff bring in the subject matter experts, like community researchers and media specialists, to provide trainings whenever possible. Furthermore, community organizations and stakeholders are frequently invited to share their expertise and leadership by leading these partner trainings.

The Community Action Model has two goals:

1. For community members to use their power and skills to understand and influence the policies, systems, and environments that affect their lives with a goal to advance health equity, rather than focus on changing individual lifestyle and behavior (for example, instituting more accessible and sustainable tobacco quitting programs and services, instead of a focus just on helping individuals to quit), and
2. To build the capacity of communities, youth and adults alike, to use their power and skills to create sustainable changes to improve the health and well-being of their communities. To create a new generation of Emerging Community Leaders well equipped to join the public health and community service workforce, creating inspired and prepared new leaders in public health.

Finally, the Tobacco Free Project staff recognize that communities are concerned with a variety of social justice, health equity and environmental justice issues. We see these issues as interrelated to the CAM’s funded topic area. For example, limiting mentholated tobacco products is also a racial justice issue because tobacco companies have targeted Black/African American communities with these products through advertisement,

over-saturation of products in Black/African American neighborhoods; and other tactics. Therefore, applicants are encouraged to link other relevant community issues to tobacco control topics in their work plan and focus.

For more information about past CAM projects, and to find out more about the NEW! 2016 CAM Toolkit, that outlines the CAM program structure and features testimonials of past participants, check out: www.sftobaccofree.org/actions

MENU OF POTENTIAL FUNDED AREAS

The following menu of potential issues was identified and prioritized by the Tobacco Free Coalition and supported by the San Francisco Department of Public Health in the Fall of 2016.

PRIORITY ISSUE: Limiting Mentholated and other Flavored Tobacco Products

At least one (1) Implementation Project will be funded

Mentholated and flavored tobacco products are sold at almost all tobacco retail stores in San Francisco. The Tobacco Industry continually markets these products toward lower income communities of color and young people, through advertising in ethnic-specific media and cheaper pricing. Mentholated and flavored tobacco products mask the harshness of tobacco and are frequently used as starter products for young adults, getting them addicted at an early age. Limiting access to or sales of mentholated and/or flavored tobacco products in San Francisco will protect health young people and communities of color.

Organizations will be funded to train and guide a cohort of Emerging Community Leaders (ECLs) to (1) engage stakeholders in exploring potential issues and interest on flavored or mentholated tobacco products, especially with Black/African American community members in neighborhoods such as the Bayview Hunter's Point, Western Addition, Excelsior/Portola and/or Tenderloin; (2) conduct a popular opinion survey of at least 200 people regarding access, perception, and use of menthol and flavored tobacco products as well as potential Policy-System-Environmental (PSE) change strategies; (3) conduct 2 other primary research activities such as focus groups, key informant interviews, or photo voice projects related to mentholated and flavored tobacco products in the selected neighborhood; (4) educate and organize community organizations and residents around the harmful impact of menthol and flavored tobacco products and the selected PSE change strategies; (5) engage and inform decision makers at a City level to address flavored and mentholated tobacco products.

OTHER TOBACCO-RELATED ISSUES

At least four (4) funded agencies will be selected to work on one of the following areas (either Implementation or Planning):

1. Healthy Retail/Corner Stores in Food Deserts

San Francisco neighborhoods and residents do not have equal access to fresh, affordable and healthy food. Low-income neighborhoods, such as the Tenderloin, Oceanview, Bayview, and Visitacion Valley are considered "food deserts" and "food swamps" because they are void of fresh fruits, vegetables and other healthful foods and residents have to travel more than a mile to buy these essential healthy foods. There also tends to be high influence of tobacco, alcohol, sugary beverages, and junk foods in these areas. The HealthyRetailSF (HRSF) program provides incentives to store owners to change their business model to provide healthy foods and fresh produce, and relying less on tobacco, alcohol and unhealthy foods. HRSF

efforts grew out of early CAM projects of the Tobacco Free Project. HRSF currently provides support to corner stores in the Tenderloin, Bayview and Oceanview, and plans to expand to other high need neighborhoods.

Organizations interested in the Healthy Retail CAM project would be funded to train and guide an Emerging Community Leaders (ECLs) cohort to engage stakeholders (i.e. community organizations, residents, and store owners) in exploring potential issues and interest in increasing healthy food access in a “food desert” or “food swamp” neighborhood that isn’t currently supported by a HealthyRetailSF Coalition and Program, such as the Excelsior/Portola and Visitacion Valley.

2. **Smoke-Free Faith Community Campuses**

Local and state smoke-free laws ensure that San Franciscans have the right to clean air in almost all public spaces. Workplaces of all sizes, hotel rooms, and other private places have also been deemed smoke-free. Faith Community campuses, such as churches, mosques, and temples, may not have smoke-free policies in their outdoor spaces such as parking lots and gardens. San Francisco Tobacco Free Project has received complaints from neighboring residents and workers about drifting smoke from places of worship. Additionally, Faith Community leaders have expressed interest in supporting the health and well-being of their congregations. Educating San Francisco’s faith communities about their options and role in promoting health and engaging them to consider adopting voluntary smoke-free policies will protect congregants and neighbors from second-hand smoke and vape and may lead to further health efforts in faith communities.

3. **Smoke-Free Multi-Unit Housing, Voluntary Policies by Landlords**

Over two-thirds (67%) of San Franciscans live in multi-unit housings, such as apartments and duplexes, almost 90% of which do not have anyone smoking in their homes. However, at least one-third of residents experience second-hand drifting smoke into their apartments from their neighbors. Any amount of second-hand smoke exposure may be harmful to health, especially for young children with asthma and the elderly. Communities of color and low-income people are most vulnerable to second-hand smoke exposure in their homes. Almost 90% of those surveyed supported the concept of smoke-free multi-unit housing. Encouraging landlords and managers to make their buildings smoke-free on a voluntary basis can protect the health of many San Franciscans without endangering the housing status of their tenants.

4. **Minimum Retail Sale Price or Limiting Promotions**

Almost one-third of tobacco retail stores surveyed in 2016 had a price promotion for tobacco products in San Francisco. The tobacco industry uses low price points and price promotions (i.e. buy one get one free, coupons, multi-pack discounts) for tobacco products, such as cigarillos, blunt wraps, cigarettes, and electronic smoking devices, to target young people and low-income communities to uptake or maintain nicotine addiction. For example, a single cigarillo is usually priced as cheap as 69 cents. Special pricing can make them as cheap as 6 for 99 cents. Setting a minimum retail price or limiting promotions for tobacco products would protect young people and low-income San Franciscans from tobacco-related disease and death.

5. **Minimum pack size**

Single or small pack sized tobacco products, such as cigarillos, are cheap and easily accessible. Four out of

ten (40%) of San Francisco tobacco retail stores surveyed in 2016 sold single cigarillos, or tobacco products in small packages. Singles and small packs target young people because they tend to be cheap, have low taxes, and allow one to try, and get hooked on, different products, usually flavored with sweet flavorings like grape, pina colada, vanilla, or other enticing flavors. For these reasons, federal law requires regular cigarettes to be sold only in packs of twenty. Setting a minimum pack size for all types of tobacco products could protect young people and low-income San Franciscans from ever starting to use tobacco, and thus reduce tobacco-related disease and death.

6. Reducing Tobacco Litter

Tobacco product waste, such as cigarette butts, make up half (53%) of the litter on San Francisco streets. Certain neighborhoods, like the Tenderloin, experience a disproportionate burden of litter on their streets. The Tobacco Industry manufactures cigarette butts or cigarette “filters” out of plastic. These “filters” are not effective in removing harm and they are not bio-degradable. In fact, cigarette “filters” are toxic, causing harm to the environment and wildlife as well as the neighborhood harms. Currently, the San Francisco cigarette abatement fee provides partial funding for Department of Public Works to clean up tobacco product waste. Additional efforts to reduce or ban cigarette butts and other similar tobacco litter would prevent tobacco waste from ending up on the streets and in the waterways of San Francisco.

7. Other Tobacco-Related Community Issues

Organizations interested in participating in a CAM project can also identify an issue that impacts their community’s health which might not listed above. However, the issue must relate to tobacco in some way. For example, a CAM project may focus on reducing advertisement of all unhealthy products in a store, or improving referrals for a specific community for tobacco quit programs. If your organization is interested in another issue, you will be asked to provide background information and explain why it is important to your community. Please ensure your other issue contains a data collection phase as well as a sustainable, impactful goal such as implementing something that will be around after the CAM funding cycle ends.

COMMUNITY ACTION MODEL WORKPLAN REQUIREMENTS

CAM WORKPLAN REQUIREMENTS	PLANNING	IMPLEMENTATION
Agency administrator sets up the budget to include funding for a Project Coordinator, Emerging Community Leader (ECL) stipends, funding for incentives and operational expenses and support with the following specifics:		
Hire and designate a Project Coordinator with health education, community organizing, and systems change experience	0.5 FTE	0.8 FTE
Recruit, train, and engage Emerging Community Leaders (ECLs) , and provide orientation and on-going training	3-4 ECLs	6-8 ECLs
Meet monthly with Tobacco Free Project staff to review progress on work plan and budget	X	X
Attend monthly CAM Partner cohort meetings, trainings, and quarterly Tobacco Free Coalition meetings	X	X
Comply with all requirements of the San Francisco Study Center, the fiscal agent of this agreement	X	X
Community Action Model Steps:		
1. Train Participants: ECLs are recruited and trained to develop skills, increase knowledge and build capacity. They will use this knowledge and skills to choose a specific issue or focus.	3-4 leaders	6-8 leaders
2. Complete a Community Diagnosis: A “Community Diagnosis” is the process of finding the root causes of a community concern or issue and discovering the resources to overcome it. The diagnosis includes deciding what issue a community group will work on, and design and implement a community-driven research plan to gather primary data (e.g. surveys, focus groups, observations, and key informant interviews) regarding the issue.	1. Diagnosis Plan 2. Secondary Research 3. One (1) Type of Primary Research	1. Diagnosis Plan 2. Secondary Research 3. Three (3) Types of Primary Research
3. Analyze and Share your Diagnosis: The team of ECLs, with technical assistance and training from the TFP and/or consultants, will analyze the findings of their diagnosis, develop key messages and a menu of potential Policy-System-Environmental change strategies, complete the Midwest Academy Strategy Chart (MWAC) and present the findings back to community members.	1. 2 Community Presentations 2. MWAC 3. Final Report	1. 2 Community Presentations 2. MWAC 3. Diagnosis Report
4. Choose and implement an “Action” to address the issue of concern. The “Action” should be: 1) achievable, 2) have the potential for sustainability, and 3) compel a group/agency/organization to change the place they live for the well-being of all. The funded agency will develop and implement a plan to achieve their Action which will include community outreach and engagement, media campaign, a demonstration/pilot project*, and educating decision-makers and stakeholders. <i>*Demonstration/pilot project is a small scale project that demonstrates your chosen Action to test its feasibility, effectiveness, time, cost, impact on your chosen issue. For example, working with one street event to become smoke-free and demonstrating positive attitudes and response of event mangers, attendees, and other stakeholders.</i>	Not Applicable	1. Educational Packet 2. Stakeholder Education & Endorsements 3. 1 Demonstration or Pilot Project 4. 1-2 Earned Media 5. 1-2 Meetings with Decision-Makers
5. Enforce and Maintain the Action: After successfully completing the Action, the project plans to ensure that their efforts will be maintained over the long term and enforced by the appropriate agencies	Not Applicable	Final Report

IV. PROPOSAL PROCESS:

To respond to this Request for Proposal, applicants must follow the procedures and instructions as follows:

- Review the following for information about proposing a high quality application:
 - The Community Action Model One Page Overview
 - CAM RFP Quick Guide
 - E: Evaluation Criteria and Point System (Separate forms for Planning & Implementation)
 - F: CAM Detail and Timeline
- Complete Request for Proposal, with the following attachments:
 - A: CAM Application
 - B: Workplan
 - C: Budget and Budget Justification
 - D: Certification of Non Acceptance of Tobacco Funds
- Submit Completed Application by **March 31st, 2017 at 12PM Noon** to the Tobacco Free Project at 25 Van Ness Ave, Suite 500, San Francisco, CA 94102. **No late and no electronic applications can be accepted. Each applicant must submit one original and 4 copies of their application in order to be eligible for review.**

V. TIMELINE FOR REQUEST FOR PROPOSAL

Activity	Deadline
Release of the Request for Proposal	Week of February 6 th , 2017
Informational Meeting	Thursday, March 16 th , 2017 from 1-2PM
RFP Applications Due	March 31, 2017 at 12PM Noon
Independent Review Panel Process	Anticipated: Week of April 3 rd , 2017
Notification of Award	Anticipated: Mid-April 2017
Sub-Contract Negotiation Period	Anticipated: May-June 2017
Sub-Contract Commences	Anticipated: July 1 st , 2017

Informational meeting

Informational meeting will be held for one hour on Thursday, March 16th from 1-2PM at 25 Van Ness Room 610, San Francisco, 94102. All questions about the CAM RFP must be submitted online by March 15th at 12PM at the website below. A summary of the meeting and submitted written questions will also be made available after the meeting. **Visit the Community Action Model RFP Website:**

<http://sanfranciscotobaccofreeproject.org/actions/cam-rfp/>

Review Process

Applications will be read and scored by an independent review panel made up of culturally and ethnically diverse tobacco control and community health professionals in the Bay Area using the criteria outlined in Attachment E. It is anticipated that the review panel will meet during the week of April 3rd, 2017. Outcomes of the review panel will be reviewed and approved by the Department of Public Health prior to notification of tentative award and commencement of contract negotiation.

Notification of Award and Contract Negotiation

Notification of award letters are anticipated to be sent out in mid-April 2017. We reserve the right to offer Planning grant funding to organizations that apply for an Implementation grant. Contract negotiation period will take place from May through June 2017. The project start date is tentatively set for July 1, 2017 for the fiscal year July 1, 2017-June 30, 2018.