



MASSACHUSETTS
GENERAL HOSPITAL

CENTER FOR COMMUNITY
HEALTH IMPROVEMENT

**Determination of Need Funding
Request for Proposal (RFP)**

**Increasing the Capacity of Existing Community Coalitions to Carry out
Youth Substance Use Prevention**

Important Dates

Release Date: July 24, 2018

Question Submission Date: August 3, 2018.

Responses to questions will be posted by: August 10, 2018

Proposal Submission Date: August 24, 2018 – 12:00 PM

BACKGROUND

In 2017, Massachusetts General Hospital (MGH) sat down with representatives from the Massachusetts Department of Public Health and community stakeholders to determine how to best use new community health investment funds to support substance use prevention efforts across the City of Boston. While prevention work is happening in the city and surrounding areas, a strategic plan or guidance document to help direct resources and efforts to maximize effectiveness citywide did not exist. Local substance use prevention and education efforts have primarily developed in isolation, often without clear communication among agencies and programs funded by different federal, state, and local grants. There is an urgent need to improve coordination and implement city-wide strategies to address youth trauma, mental health, the impact of adverse childhood experiences, and substance use prevention. In addition, it is essential to systemically examine patterns of substance use differing by race, ethnicity, age, class and gender, which underscore the need to address health equity, particularly racial and ethnic inequities. To meet this need, a process similar to that which created the Mayor's Office of Recovery Services (ORS) was conducted in order to guide Boston's substance use prevention efforts and initiate cross-sector collaboration.

ORS partnered with the Blue Cross Blue Shield Foundation of Massachusetts (BCBSMAF) to conduct the youth substance use prevention needs assessment and strategic planning process, in collaboration with an Oversight Committee and Advisory Board. While it is understood that it is imperative to initiate substance use prevention education as early as possible, the strategic planning reflected a deliberate focus on the needs of middle and high school aged youth and their families with specific consideration given to targeting high-risk youth and addressing racial, ethnic, gender, and economic inequities.

ORS engaged a broad range of stakeholders, including the City's largest youth-serving agencies: Boston Public Schools (BPS), Boston Centers for Youth & Families (BCYF), and the Boston Public Health Commission (BPHC). The goal was to understand the landscape for youth substance use prevention and to develop actionable and racially equitable recommendations that build on existing infrastructure and fill gaps in services. The process highlighted the need to give specific regard to historically underserved communities, especially as it relates to race and class, and that prevention and early identification of substance use should be part of a broader youth wellness effort. Stakeholders conveyed a range of unmet needs and suggestions pertaining to youth substance use prevention. Feedback covered numerous discrete yet interconnected categories pertaining to: Coordinating Youth Substance Use Prevention Efforts; Race, Juvenile Justice and Substance Use; Youth Development, Access to Information, and Risk Factors; Marijuana Legalization and its Impact on Youth; Establishing Comprehensive School and Community Based Substance Use Prevention Education; and Improving Surveillance Data and Early Identification of Substance Use. Please see www.boston.gov/recovery for more information and the full report.

Strategic Recommendations for DoN Funds:

The Department of Public Health agreed for MGH to use **\$1,346,714** of DoN funds toward recommendations from the City of Boston's Youth Substance Use Prevention Strategic Plan. Dollars will be allocated to strategic areas that the Oversight Committee and Advisory Board

agreed were most important and/or would advance health equity and benefit the community most from hospital DoN funds. It was determined that DoN funds will be used to fund the following recommendations:

1. Establish and lead a coordinated Youth Substance Use Prevention Strategy to reach all Boston youth by building and sustaining partnerships with neighborhood coalitions, treatment providers, recovery support organizations, and other youth-serving organizations, working in neighborhoods that face the dual challenge of heightened levels of inequities in social determinants of health and constrained access to information and resources that could address these conditions.
2. Engage academic institutions, foundations and the private sector to strengthen prevention efforts by building the capacity for rigorous data collection that is neighborhood specific to inform quality improvement efforts and identify emerging trends.

Recommendation 1: Supporting Community Coalitions:

Coalitions play a unique and valued role in communities by bringing together representative members from a community to assess community need and develop targeted, evidence-based interventions as well as racially equitable policy and system changes that will foster measurable and sustainable improvement. *

MGH DoN dollars will be allocated to increase the capacity of coalitions across the city of Boston to help address health inequities, support the local needs of residents, and help strategically connect residents and neighborhoods to efforts that support Boston's Youth Substance Use Prevention Strategic Plan. Efforts will be made to pay special attention to communities who have historically been impacted by health inequities, especially as they relate to race and class, and where prevention and early identification of substance use are missing from youth wellness efforts. Funds will be allocated in 2 parts:

- Part 1: A total of \$500,000 over 5 years **to support the creation of one new coalition** to meet the unmet needs in a neighborhood of Boston
- Part 2: A total of \$600,000 over 3 years **to support existing community coalitions** in need of funding to strengthen their youth substance use prevention efforts

RFP, RECOMMENDATION 1, PART 2
**INCREASE THE CAPACITY OF EXISTING COMMUNITY COALITIONS TO CARRY OUT YOUTH
SUBSTANCE USE PREVENTION**

Year 1: Grant awards of up to \$50,000 will be awarded to coalitions in Year 1 totaling \$200,000. All applicants will be eligible for two additional years of funding after completion of a progress report, strategic plan and application process. The funds will be allocated to support existing substance use prevention coalitions, *as well as existing cross-sector coalitions who focus on youth prevention efforts (violence prevention, youth empowerment groups, etc.) and are committed to expanding services to include substance use prevention.* Funds allocated will be used to enhance the capacity of these groups and elevate substance use prevention efforts in their communities that are in line with Boston’s Youth Substance Use Prevention Strategic Plan. Funds will not be evenly divided amongst coalitions but instead allocated based on community need and coalition capacity.

FUNDING OVERVIEW

1. Funds will be awarded to active substance use prevention coalitions and/or coalitions working with youth and families on other prevention efforts.
2. Existing cross-sector coalitions who focus on youth prevention efforts (violence prevention, youth empowerment groups, etc.) and are committed to expanding services to include substance use prevention are highly encouraged to apply.
3. Funds of up to \$50,000 will be awarded on a year to year basis for up to 3 years.
4. Applicant coalitions must identify a lead organization willing to offer potential meeting space, assist in communication and promotion efforts of events and activities, recruitment of new coalition members and guidance on prevention efforts.
5. Applicant coalitions must demonstrate that they can:
 - a. Target efforts toward City of Boston youth in one or more neighborhoods.
 - b. Deliver, promote and enhance programming that is responsive to the needs of the community.
 - c. Provide outreach to hard to engage populations.
6. Applicant coalitions must be representative of the city/neighborhood with participants from at least 6 different sectors actively engaged. Youth, local school officials (i.e., teacher, principal, administrator and hospital/health center representatives are highly encouraged to participate.) (**See Reference Section for more information on sectors*)
7. Applicant coalitions must commit to being part of city-wide initiatives connected to Boston’s Youth Substance Use Prevention Strategic Plan and work with MGH CCHI coalition and evaluation technical assistance.
8. Applicant coalitions must demonstrate the willingness and ability to carry out evidence-based, strength-based, culturally competent programming and/or support equitable policy and systems changes to reduce substance use among youth in the community.

USE OF GRANT FUNDS

Grant funds may be used for staff salaries, consultant fees, operating expenses, and indirect costs associated with the coalition. Indirect costs may not exceed 15% of the direct expenses.

Funds may not be used to build endowments, fund operating deficits or initiate or influence legislation or elections. Requests will not be considered for construction of new facilities, substantial renovation of existing facilities, or to support capital campaigns. No grants will be made to individuals.

As a condition for accepting grant monies, grantees must commit to: 1) completing final programmatic and expenditure reports detailing the use of the funds and the impact achieved; and, 2) participating in the city-wide coalition collaborative as described in the Boston Youth Substance Use Strategic Plan; and 3) as a participant in the city-wide coalition collaborative, hold and/or host annual learning events for community members on topics such as youth substance use prevention, trauma, wellness, and youth resilience.

SELECTION CRITERIA

Applications will be reviewed based on the following criteria:

1. Demonstration of community need, including the racial demographics of those living in the area, and coalition capacity
2. Willingness and ability to connect and carry out one or more recommendations from Boston's Youth Substance Use Prevention Strategic Plan
3. Demonstration of a clear and credible track record of working with youth in the community
4. Willingness and ability to carry out evidence-based, strength-based, culturally competent programming and/or support policy and equitable systems changes to reduce substance use among youth in the community
5. Willingness and ability to foster partnerships with other community organizations working with the same target population or with a similar focus
6. Additional consideration will be given to coalitions that are currently working on one or more of the recommendations from Boston's Youth Substance Use Prevention Strategic Plan
7. Commitment to participating in city-wide collaborative and leveraging community networks to promote substance use prevention in Boston

APPLICATION PROCESS

Funding applicants or fiscal agent (if applicable) need to complete the proposal with the information listed below and submit the required attachments to be considered for this grant opportunity.

1. **Cover Sheet** – Using the forms provided at the of this document, complete the application cover sheet.

- 2. Proposal Narrative (No more than 7 pages)**
- A. Provide a brief statement describing your coalition’s mission. (5 pts)**
 - B. Describe the needs of youth in your community/neighborhood. (15 pts) (up to 1 page)**
 - 1. Describe existing community prevention/youth-serving efforts and gaps.
 - 2. Include youth demographics including racial demographics and/or substance use data.
 - C. Describe your coalition’s current membership. (20 pts) (up to 1 page)**
 - 1. Include coalition’s organizational structure.
 - 2. Explain how representatives were identified and/or recruited.
 - 3. Highlight areas to strengthen/improve membership and describe how you will do this.
 - 4. Describe how partners reflect the community being served.
 - 5. Attach letters of support from at least three coalition members.
 - D. Identify a potential lead organization willing to offer your coalition assistance (i.e. meeting space, communication and promotion efforts of events and activities, recruitment of new coalition members and/or guidance on prevention efforts) and describe efforts to date to engage with this organization. (10 pts) (1/2 page)**
 - 1. Attach letter of support from partner.
 - E. Describe the coalition’s current and proposed strategy to deliver, promote or enhance programming that is responsive to the needs of the community (10 pts) (Up to 1.5 pages)**
 - 1. Attach the coalition’s most recent work plan.
 - 2. Describe the most notable outcomes and successes over the last two years.
 - 3. If applicable, highlight programming that is specific to substance use prevention.
 - F. Describe how your coalition works with other agencies and organizations serving the same population. Please identify the agencies. (15 pts) (1/2 page)**
 - G. Discuss how the coalition assesses the effectiveness of its work, disseminates findings and engages the community in moving the plan forward. (10 pts) (1/2 page)**
 - H. Describe the needs of your coalition and the proposed use of the funds. (25 pts) (up to 2 pages)**
 - 1. Describe how the funds will help you do something new or improve upon existing youth substance use prevention efforts.
 - 2. Identify which of the recommendations/strategies outlined in Boston’s Youth Substance Use Prevention Strategic Plan the proposed use of the funds will help address.
 - 3. Describe how the proposed use of funds aligns with the goals of your coalition.

Total 100 points (Points are used in the review process for scoring each applicant’s response on its own merits.)

3. Required Attachments:

- A. **Letters of Support:** Attach letters of support or commitment from three community partners/agencies willing to collaborate on substance use prevention efforts in addition to one letter from a lead agency willing to support coalition efforts.
- B. **Year 1 Budget Form:** Using the provided Excel budget forms (A and B) and cover sheet, indicate the funds required to implement the proposed project/program and how funds will be used. For each budget line item in the budget narrative, make sure to indicate which collaborator will receive funding from the fiscal agent to carry out the proposed work in the proposal. Forms can be submitted with proposal as separate documents.
- C. **Membership Roster – *See form attached***
- D. **Current Work Plan:** Please attach your current work plan
- E. **Lead Agency/Fiscal Sponsor Documentation**
 - 1. Copy of current IRS Determination Letter confirming the fiscal sponsor’s 501(c) 3 **OR** your organization’s 509(a) tax-exempt status.
 - 2. Provide most recent annual audit for the fiscal sponsor or a copy of most recent 990 form.
 - 3. Board-approved organizational budget for the **current fiscal year** for the fiscal sponsor.
 - 4. If your proposed program serves youth, attach your policy and procedure to conduct CORI and SORI checks.

SUBMISSION INSTRUCTIONS

The narrative section should not exceed 7 pages using a 12-point font. *Concise applications are encouraged.* All completed applications must be received by noon on August 24, 2018. Applicants should email a pdf of the completed application package including applicant cover sheets, proposal narrative, budget forms, and required attachments for each funded partner to MGHDON@partners.org. Please name the pdf with the title of your project.

The deadline for application submission is 12 noon on Friday August 24, 2018.

Questions may be addressed to MGHDON@partners.org and sent in by August 3, 2018. All questions and responses will be posted by August 10, 2018.

Incomplete applications and applications submitted after 12 noon on August 24th will not be considered for funding – no exceptions. Notices of funding will take place by mid-September.

REFERENCES

*Sectors = Suggested areas of communities that coalitions should involve. Drug Free Communities coalitions must include a minimum of one member/representative from each of these 12 community sectors: • Youth (persons <= 18 years of age) • Parents • Business community • Media • Schools • Youth-serving organizations • Law enforcement agencies • Religious or fraternal organizations • Civic and volunteer groups • Healthcare professionals • State, local or tribal agencies with expertise in the field of substance abuse • Other organizations involved in reducing substance abuse. See link for more info:

<https://www.cadca.org/sites/default/files/resource/files/capacityprimer.pdf>

1. Alexander, J. A., Weiner, B. J., Metzger, M. E. Shortell, S. M., Bazzoli, G. J., Hasnain-Wynia, R., et al. (2003). Sustainability of collaborative capacity in community health partnerships. *Medical Care Research & Review*, 60(4, Suppl.), 130–160.
2. Berkowitz, B., & Wolff, T. (2000). *The spirit of the coalition*. Washington, DC: American Public Health Association.
3. Butterfoss, F. D., Goodman, R. M., & Wandersman, A. (1993). Community coalitions for prevention and health promotion. *Health Education Research*, 8(3), 315–330
4. Butterfoss, F. D. (2006). Process evaluation for community participation. *Annual Review of Public Health*, 27, 323–340.
5. Feinberg, M. E., Bontempo, D. E., & Greenberg, M.T. (2008). Predictors and level of sustainability of community prevention coalitions. *American Journal of Preventative Medicine*, 34(6), 495.

Funding Application Cover Sheet

Increase the Capacity of Existing Community Coalitions to carry out Youth Substance Use Prevention

Lead Organization:	
Contact Person:	Contact Person's Phone:
Contact Person's Title:	Contact Person's Email:

Total Project Budget (August 1 – July 30):		Amount Requested (August 1 – July 30): (Not to exceed \$50,000)	
Year 1:		Year 1:	

Chief Executive Officer (partnering agencies):			
Name:		Name:	
Title:		Title:	
Organization:		Organization:	
Address:		Address:	
City:		City:	
State:		State:	
Zip:		Zip:	
Phone:		Phone:	
E-mail:		E-mail:	

Certification: We the undersigned, certify that the statements contained herein are true and complete to the best of our knowledge.

Chief Executive Officer (of fiscal agent)

Date

Budget (Include Budget Forms A & B)

