



Jefferson

REQUEST FOR PROPOSAL

FOR CATALYST GRANTS

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Responses Due: Friday, September 15th,
2023, 5:00 PM EST

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Term Definitions – Acronyms

Term/Acronym	Definition
TJUH	Thomas Jefferson University Hospital
J-CHE	Jefferson Collaborative for Health Equity
RFP	Request for Proposal
CBO	Community-Based Organization
Community Capacity- Building	The infrastructure and sustainability improvement (staff, skills, resources) to address health or social needs
Capacity-building	Activities that are successful in health promotion and provide long-term community investment fostering capacity for change
Catalyst	An agent that provokes or speeds significant change or action
CHNA	Community Health Needs Assessment
Downselection	To narrow the field of choices from candidates under consideration
SDoH	Social determinants of health (SDOH) are the conditions in the environments where people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks
Vital Conditions	Vital conditions are properties of places and institutions that we all need all the time to reach our full potential, like food, humane housing, access to meaningful work and wealth, and a sense of belonging
Ecological Model	Links between health, environment, and economy (or between 'health for all' and sustainable development); and the social, environmental, and economic dimensions of a healthy and sustainable community
Community Violence intervention (CVI)	An approach that adopts strategies to reduce violence through tailored community-centered initiatives
CPTED	Crime Prevention through Environmental Design

1 Executive Summary

The [Jefferson Collaborative for Health Equity](#) (J-CHE) is committed to investing in strategic interventions that bring our high-quality healthcare programs directly into the communities that need it most.

Launched in 2019, the **Lindy Family Catalyst Grants** program is a community-responsive program designed to amplify community vibrancy and address health needs identified within the [Community Health Needs Assessment \(CHNA\)](#).

Through the Lindy Family Catalyst Grants program, community-based organizations are provided funding and capacity-building support to deepen their community impact, strengthen their sustainability, and expand their services which should be centered on the following priority health needs:

- Mental Health
- Trauma, Safety, and Community Violence
- Housing
- Built Environment

J-CHE has chosen to ground the third cohort of Lindy Family Catalyst Grantees under the theme of '**Community Violence Prevention**' with the intention to address the SDoH and other vital conditions that shape the community's relationship with violence, especially, that of gun violence.

Community Violence is a multifaceted challenge that demands a **holistic set of solutions** to drive impact. Organizations collaborating in an ecological intervention model maximize connectedness and create diverse pathways that amplify areas of solution.

Through this RFP, J-CHE will identify four qualified community-based organizations to partner with J-CHE and one another in implementing a projects-based intersectional ecological intervention model that provides community-centered prevention strategies to reduce community violence.

Eligibility Requirements

- Organizations with a [501\(c\)\(3\)](#) Status or with a fiscal sponsor with a 501c3 status.
- Small-to-mid-sized organizations - with annual operating expenditures of between \$150,001 - \$999,999 in annual operating expenditures with at least 2 staff members.
- The project must serve TJUH Community Benefit Catchment areas
 - North Philadelphia Zip Codes: 19121, 19122, 19132, 19133, 19140
 - River Wards Zip Codes: 19124, 19125, 19134
 - Center City Zip Codes: 19102, 19103, 19106, 19107, 19123, 19130
 - South Philadelphia Zip Codes: 19145, 19146, 19147, 19148
- Selection priority** will be given to organizations with the following Zip Codes:

19121, 19132, 19133, 19140, and 19148.

Funding Level: \$67,500 per year for two years for a total of \$135,000 per organization

Entities to be funded: 4

Important Dates

- Letter of Intent: Friday 08/18/2023 @ 5:00 PM EST (Please submit in PDF form)
- [Final submissions are due by September 15th, 2023 @ 5:00 PM EST](#)

For additional key dates, please review the Proposal Schedule/Key Dates section.

2 RFP Purpose

In a 2022 [Pew Charitable Trusts poll](#), 70% of the respondents reported the most important issue facing Philadelphians was crime, drugs, and public safety—a noteworthy increase of 29 percentage points over 2020 and the highest percentage recorded by Pew polling. The concern about public safety is shared across the city by all demographic groups and neighborhoods. Looming issues of violence and poverty continue to dampen the city’s outlook. Just 53% of Philadelphians rated the city as an “excellent” or “good” place to live, down from 66% in 2020. Only 58% of residents expect to be living in the city in five to 10 years, down from 72% in 2019.

Any person can be affected by crime and violence either by experiencing it directly or indirectly, such as witnessing violence or property crimes in their community or hearing about crime and violence from other residents.¹ While crime and violence can affect anyone, certain groups of people are more likely to be exposed. For example, the national homicide rate is consistently higher for Black adolescents and young adults than their White counterparts.² Low-income neighborhoods are more likely to be affected by crime and property crime than high-income neighborhoods.³

In addition to the potential for death, disability, and other injuries, people who survive violent crime endure physical pain and suffering and may also experience mental distress and reduced quality of life.^{5,6} Specific examples of detrimental health effects from exposure to violence and crime include asthma, hypertension, cancer, stroke, and mental disorders.⁷

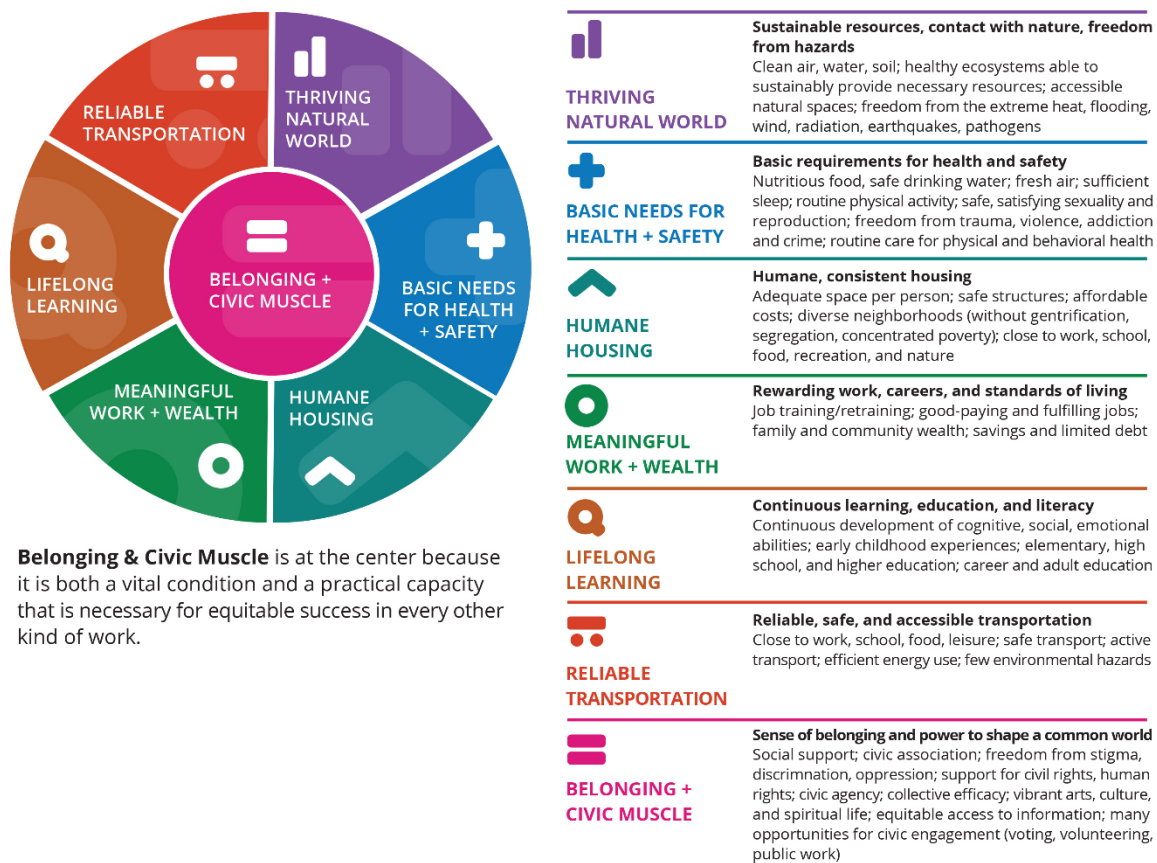
There are serious short- and long-term health effects from exposure to crime and violence in one’s community. For example, one study found an association between gun-related violent crime in a neighborhood and a reduction in park use and park-based physical activity.¹⁷ Higher rates of neighborhood safety fears may lead to poorer self-rated physical and mental health.¹⁸ Community gun violence, which generally occurs in public spaces between non-related individuals, is a specific kind of violence that disproportionately affects Black and Hispanic/Latino communities.²⁰ One study conducted in four U.S. cities found that people who were exposed to gun violence fatalities experienced higher levels of depression and suicidal ideation than those who were not exposed.²¹

Given this, and the findings from the CHNA, J-CHE is approaching community violence prevention through the Vital Conditions for Health and Well-being Framework, which focuses

attention on a small, but comprehensive set of seven conditions that all people depend on to reach their full potential (Figure 1).

This framework succinctly summarizes the properties of places and institutions that shape everyone’s potential to thrive. The vital conditions framework naturally demonstrates the central role of sectors that address housing, employment, transportation, climate sustainability, economic development, health, and more to facilitate thriving. It also presents an actionable, asset-based approach to address and advance beyond social determinants of health and inequities. Notably, the framework identifies the core elements needed to create a thriving community rather than measures of productivity or descriptions of vulnerabilities or negative determinants in a community.

Figure 1 Vital Conditions for Health and Well-Being Framework



WIN Network

For the purposes of this RFP, J-CHE requires that proposals focus on [Basic Needs for Health and Safety](#); specifically ensuring those in Philadelphia can have the opportunity to thrive. Applicants are required to use the [Community Violence intervention \(CVI\)](#) approach.

Community Violence Intervention (CVI) Defined

An approach that uses evidence-informed strategies to reduce violence through tailored community-centered initiatives. These multidisciplinary strategies engage individuals and groups to prevent and disrupt cycles of violence and retaliation and establish relationships between individuals and community assets to deliver services that save lives, address trauma, provide opportunity, and improve the physical, social, and economic conditions that drive violence.

-Bureau of Justice Assistance, US Department of Justice

CVI focuses on:

- Using data from multiple sources that are vetted for racial, ethnic, economic, or other biases to inform the approach.
- Focusing on racial, ethnic, and socioeconomic equity, including understanding the many social, demographic, economic, and institutional factors that perpetuate community violence, and bringing supportive responses directly to the neighborhoods and people with the greatest need.
- Including trusted, credible messengers and practitioners to deliver key intervention elements.
- Centering representatives of the affected communities as full partners who provide input and guidance on the intervention's approach.
- Focusing on those individuals at the highest risk of experiencing or perpetrating community violence in the near term.
- Practices that are informed by, and respond to, the impact of [trauma on individuals and the broader population](#) in historically underinvested communities.
- Working with public, private, and community stakeholders most impacted by violence, building authentic relationships to prevent violence, strengthen community resilience, and build social capital.

Specific interventions applicants should consider include:

- Street outreach and violence interruption programs utilizing credible messengers to provide immediate crisis response services and long-term support for individuals, families, and neighborhoods impacted by gun violence.
- Community-designed strategies to increase the availability of safe routes and transportation options for youth and adults in areas with high rates of gun violence (e.g., Safe Corridors, Safe Passages preventing incidents to/from schools, recreation centers, etc.).

- ❑ Community-driven crime prevention through environmental design (CPTED) strategies that invest in a neighborhood’s physical environment and create safe and healthy spaces for community members (e.g., low-cost blight reduction, treatment of vacant lots, etc.).
- ❑ Identification, outreach, and engagement of individuals who are most likely to be victims and/or perpetrators of violence and providing tailored supports (e.g., case management, service planning, providing referrals to community-based agencies and partners focused on meeting individual education, employment, behavioral health, and other basic needs).
- ❑ Improve coordination of care for individuals who have experienced firearm-related injuries using a healing-centered, trauma-informed “Warm Handoff” model (e.g., hospital-based violence intervention).
- ❑ Trauma-informed approaches to support gun violence victims/survivors and their families, friends, and loved ones.
- ❑ Strengthen pre-release interventions, services, and supports for individuals convicted of violent offenses and provide comprehensive reentry programs for returning citizens.
- ❑ Other violence prevention, intervention, and/or response strategies that demonstrate promise in meeting the goals of this program.

3 Administrative Details

3.1 Proposal Schedule/Key Dates

Item:	Date Due:
Release and distribution of RFP	07/17/2023
Notification of intent to apply	08/18/2023
Deadline for RFP application questions	08/24/2023
Answers to CBOs’ questions	08/28/2023
Deadline for submissions	09/15/2023, 5:00 PM EST
Date selected Grantees will be notified	10/06/2023
Date unsuccessful applicants will be notified	10/06/2023
Project Period	10/16/2023 – 10/16/2025

Of note:

- We will be unable to respond to questions submitted after **08/24/2023**.
- Applications submitted after the submission deadline will not be considered.

3.2 Qualifications

- Organizations with a [501\(c\)\(3\)](#) Status or with a fiscal sponsor with a 501c3 status.
- **Small-to-mid-sized organizations** - with annual operating expenditures of between \$150,001 - \$999,999 in annual operating expenditures with at least 2 staff members.
- **The project must be based in and serve any of TJUH Community Benefit Catchment areas:**
 - North Philadelphia Zip Codes: 19121, 19122, 19132, 19133, 19140
 - River Wards Zip Codes: 19124, 19125, 19134
 - Center City Zip Codes: 19102, 19103, 19106, 19107, 19123, 19130
 - South Philadelphia Zip Codes: 19145, 19146, 19147, 19148
- **Selection priority will be given to organizations with the following Zip Codes: 19121, 19132, 19133, 19140, and 19148.**

3.3 Proposal Review Process

General

1. Responses should be emailed to sasha.mendez@jefferson.edu.
2. Submissions must be signed and dated by a representative who is authorized to act on behalf of your company. **See 6.2 for more details.**
3. Only one proposal submission per organization will be reviewed by J-CHE.

Formatting

- The Project Narrative section must be single-spaced, on the equivalent of 8 ½ " x 11" page size, with 1" margins on all sides (top, bottom, left and right) and font size not less than 12 points. Tables and figures may be in 10 point font.
- **The Project Narrative cannot exceed 15 pages.**
 - The following items do not count toward the Project Narrative page limit: Cover Letter, Project Abstract, and Budget Narrative (including budget tables), Resumes, Workplan
- Number all pages and provide citations.
- Submit responses in Microsoft Word document form.

Attachments

- Cover letter - Required
- Executive Summary - Required
- Resumes of all key personnel performing the work - Required
 - 2 pages maximum
- Workplan that details activities, milestones/deliverables, person responsible and timelines - Required

Proposed Work Plan Format			
Activity	Milestone/Deliverable	Person Responsible (by job title)	Dates (start/end)

- Letters of Support (2-4)
 - At least 2
 - Address the applicant’s experience with similar projects, connections to the focus population and/or geographical area served and assets-based approaches.
- Budget & budget narrative - described in more detail below.
- Video that highlights the organization’s mission (optional)
 - 3-5 minutes
 - **Note:** Videos recorded on zoom, cell phones, or other mobile devices are permissible and welcome.

3.4 Proposal Review Process

All responses will be reviewed by J-CHE’s Review Committee using a scoring rubric. CBOs may be required to answer additional questions prior to downselection.

J-CHE anticipates selecting at least 5 organizations to have more in-depth discussions with.

3.5 J-CHE Contact Information

Questions about this RFP may be directed to:

Sasha Mendez
 Project Manager
sasha.mendez@jefferson.edu
 O: 215-503-7415

4 Narrative

All sections of the RFP must be completed.

4.1 Organization Capacity

1. Provide a brief overview of your organization, including its mission; current initiatives, programs, or services; collaborative relationships; and populations served.
2. Describe your previous community violence prevention/intervention efforts including your strategies, focus populations, successes, and measurable outcomes.
3. Describe your organizations experience in addressing community health needs for additional supports, such as food insecurity, housing, etc. that may impact community vitality and wellbeing?
4. Discuss how your organization identifies and engages high-risk community members/ persons to be served? Provide detail on your referral and retention processes.
5. Provide a description your organization’s definition of community assets.

6. Describe the current infrastructure of your organization that substantiates your organization’s capacity to implement current services and future project goals as it relates to this RFP. This includes staffing, program management, financial systems and reporting mechanisms.
7. Describe your organization’s experience with state or federal funding, including the funding source, amount, purpose, and date received. You may use the chart provided below or narrative.

State or Federal Funding Experience			
Source	Purpose	Amount	Time period

8. Provide examples of at least **TWO** completed projects that are substantially similar to this project. Work samples (presentations, reports, flyers, events, press releases) should be provided as appropriate.

5 Project Description

All sections of the RFP must be completed.

5.1 Focus Population/Community

1. Describe the neighborhood/ geographic area(s) your proposed project will serve including:
 - a. Zip codes you will serve;
 - b. Statistics related to [vital conditions](#) (include citations);
 - c. Recent trends (3 years or less) in community violence in the geographic areas you will serve. These could include statistics related to firearm injuries or deaths, dating violence, sexual violence, suicide, bullying, etc. Within this, discuss the primary contributing factors related to community violence (e.g., economics, access to resources, education, housing, etc.).
 - d. Community strengths, coalitions or collaboratives that could be leveraged to support your proposed efforts.
2. Describe your organization’s connection to the community/neighborhood(s) where your proposed project would occur.
3. Within the neighborhood(s) you identified above, describe your focus population (who you will reach and engage). Include demographic information (e.g., age, race/ethnicity, gender, socioeconomic status, etc.), as well as any other information relevant for the program’s design.

5.2 Project Design

1. Describe your organization's proposed approach(es) to address community violence in the geographic area/community you identified, including activities that would be funded using a grant from J-CHE's Lindy Family Catalyst Grants Program.
2. Discuss the type of community violence prevention, intervention, or response strategy/ies your organization will implement using J-CHE funding?

Preferred interventions

- Street outreach and violence interruption programs
- Community-designed strategies to increase availability of safe routes and transportation options
- Community-driven crime prevention through environmental design (CPTED)
- Providing tailored supports to high-risk individuals
- Improve care coordination for individuals who have experienced firearm-related injuries
- Trauma-informed approaches
- Strengthen pre-release and reentry programs for those convicted for violence offences.
- Other violence prevention, intervention, and/or response strategies promising practices.

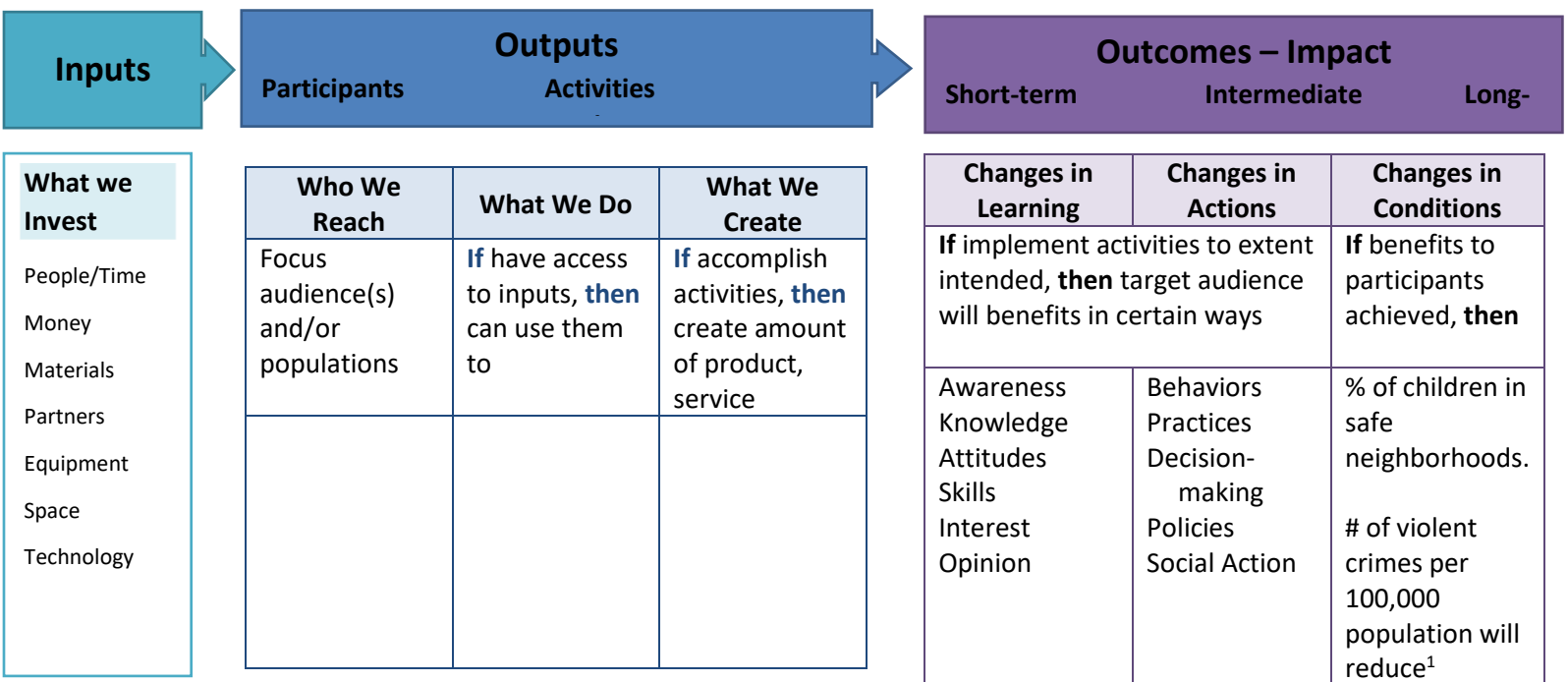
3. Provide a detailed explanation of the proposed project including:
 - o the overall program design and rationale;
 - o a brief explanation about how it fits with the CVI approach and focuses on community strengths;
 - o its cultural and linguistical accessibility features; and
 - o how the project addresses the identified priority health needs (mental health; trauma, safety, and community violence; and/or built environment); and
 - o how this funding will allow you to enhance or expand your current work.
4. Describe how you will work with community members, stakeholders, and/or partners (organizations, individuals, agencies, etc.) to finalize, implement and evaluation the proposed project. Include details about connections to other organizations (e.g., schools, youth-serving organizations, faith community leaders, public health and safety, local government, coalitions, law enforcement, etc.)
5. Explain the projects sustainability plans - meaning how will you continue your work after this funding ends.
6. Briefly discuss how your organization would collaborate with other funded entities.
7. Briefly describe any project execution constraints (time, budget, resources, language barriers, technology, etc.), as well as possible solutions.

5.3 Evaluation

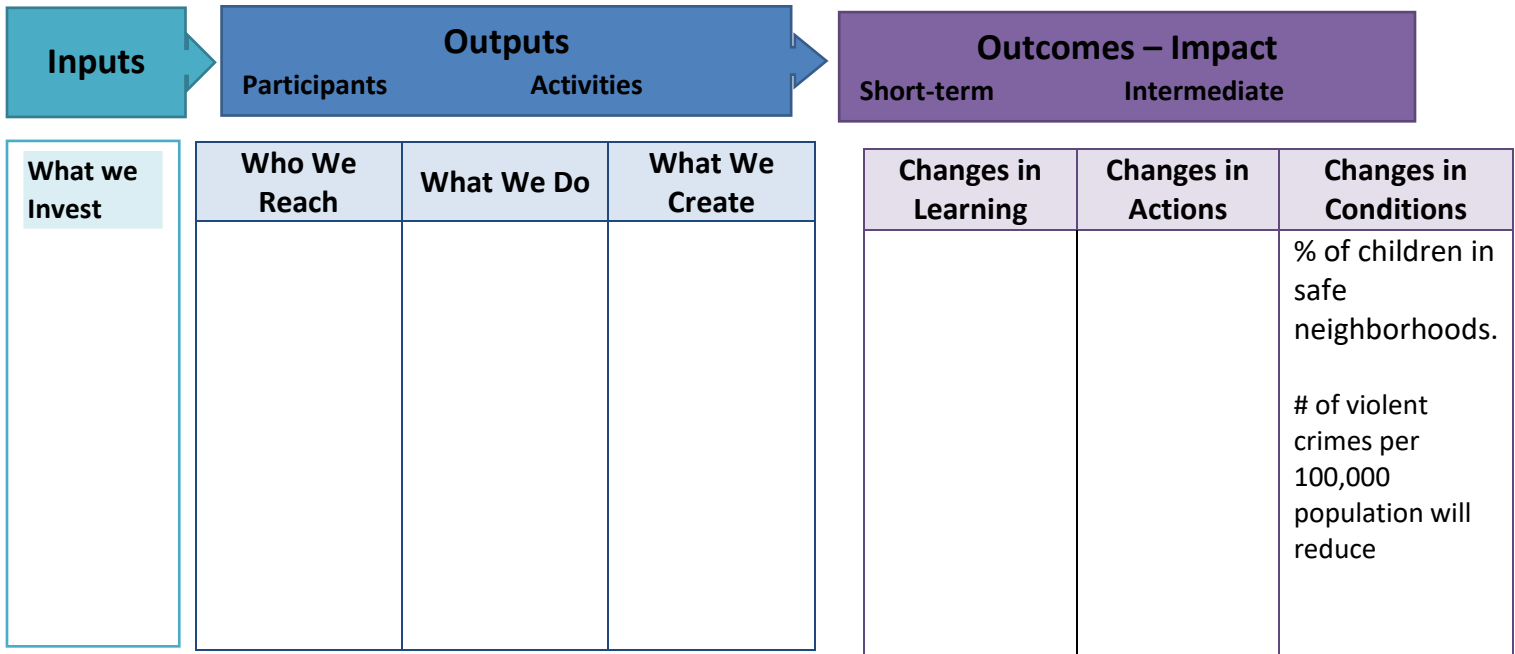
As part of your application, complete the logic model below. The purpose of this logic model is to understand how your intervention will address/reduce community violence. Given that this grant is limited to a two-year funding period, we do not expect to see long-term change. However, we expect to see how your intervention will create short-term and intermediate changes that will foster the conditions for long-term impact. Below you will find a sample

logic model, which includes a few long-term impact measures. Complete your logic model based on these long-term indicators.

If these long-term impact measures do not resonate with your program, we encourage you to look at the Wellbeing in the Nation indicators and look for **Basic Needs: Public Safety** from the **Vital Conditions Data** pull down menu on the top right-hand corner of the website (<https://www.winmeasures.org/public-safety/Pennsylvania/Philadelphia%20city,%20PA>). If your program falls under one or more of those indicators, you can complete the logic model based on that long-term indicator.



¹ <https://www.winmeasures.org/public-safety/Pennsylvania/Philadelphia%20city,%20PA>



5.4 Budget

Please note, J-CHE cannot reimburse any costs that are incurred prior to the start date of the award.

1. Please provide a one-year budget projection and budget narrative for your proposed project. Applicants may use or adapt the Project Budget Template below.

Budget Category	Request from Jefferson Collaborative for Health Equity (J-CHE)	Other Project Funds	Total Project Budget
Personnel			
Project Staff Position, title, FTE % [e.g. Project Manager, (75% FTE)]			
<i>(add rows for staff as needed)</i>			
Fringe Benefits			
Sub-total Personnel			

Direct Project Costs			
Project Supplies <i>(please itemize)</i>			
Equipment			
Travel			
Meetings			
Consultants or subcontractors			
<i>(add rows for other expense categories, if needed)</i>			
Total			

2. What controls will the organization utilize to ensure proper use of the funds?

5.5 Expected Project Start and Completion Dates

The project is slated to start on 10/16/2023 and end on 10/16/2025.

5.6 Reporting

Grantees will be expected to provide quarterly reports demonstrating project progress.

6 Terms and Conditions

6.1 Proposal Submission

- Responses should be emailed to sasha.mendez@jefferson.edu.
- Submissions must be signed and dated by a representative who is authorized to act on behalf of your company.
- Only one proposal submission per organization will be reviewed by J-CHE.

7 Scoring Rubric

Organization Capacity (25 points)

- ✓ Fully answers narrative questions with depth and knowledge that demonstrates capacity to implement proposed project including ability to fiscally manage funding and reporting requirements.

- ✓ Includes resumes which demonstrates subject matter/lived experience expertise related to topic(s), project and focus populations; particularly as it relates to community violence interventions.
- ✓ Provides related examples of completed projects similar in nature to what is proposed. Adequately discusses project outcomes, collaborations, and if applicable linkages to proposed project.

Project Description (60 points)

Focus Population/ Community (20 points)

- ✓ Adequately describes assets and challenges within the focus populations/communities through the use of associate statistical and qualitative data.
- ✓ Specifically delineates communities within the required zip codes for implementation
- ✓ Provides a clear focus population and makes compelling argument for why they wish to work with the population and/or community to address community violence
- ✓ Discusses related collaborative efforts (existing or proposed)
- ✓ Demonstrates connect to the community or focus population

Project Design (40 points)

- ✓ Adequately describes and justifies proposed approaches to decreasing community violence.
- ✓ Uses at least one of the Preferred Interventions
- ✓ Explains how the proposed intervention addresses identified priority health needs, builds upon previous work and includes those served within the design, implementation and evaluation.
- ✓ Provides a workplan which delineates action steps, milestones, timeframes and responsible parties.
- ✓ Includes a discussion of challenges and solutions, sustainability plans and collaborative approaches with the community, other funded entities and the funder.

Evaluation (10 points)

Creates a logic model that aligns with workplan and project description, as well as provides adequate outputs (#s) and outcomes (changes)

Budget (5 points)

Creates a budget narrative that adequately reflects the appropriate proposal costs, includes staffing necessary to effectively implement the project and directly links to proposed activities and milestones.

BONUS POINTS (5 points)

Those exclusively serving the **priority zip codes** (19121, 19132, 19133, 19140 and 19148) will receive an additional 5 points.

Total Possible Points = 105

8 Appendix (Supporting Information)

Jefferson Health recognizes that by providing quality health care to our patients, and education and outreach to our neighbors, we are also enriching the lives and future of our surrounding communities. The work extends beyond the bedside. By partnering with the community, Jefferson Health is engaging in efforts that identify and address barriers to health, including the upstream factors (social determinants of health) that impact the health of everyone in the community.

MISSION: We Improve Lives

VISION: Reimagining health, education, and discovery to create unparalleled value.

VALUES: Jefferson Health's values define who we are as an organization, what we stand for and how we continue the work of helping others that began here nearly two centuries ago.

These values are:

- **Put People First:** Service-Minded, Respectful & Embraces Diversity
- **Be Bold & Think Differently:** Innovative, Courageous & Solution-Oriented
- **Do the Right Thing:** Safety-Focused, Integrity & Accountability

As part of our non-profit mission, Jefferson Health engages in a revolving Community Health Needs Assessment (CHNA) assessment, which guides our on-going community investment efforts and equity strategies. The table highlights twelve identified regional priority health needs in 2022.

2022 Regional CHNA PRIORITY HEALTH ISSUES/NEEDS
1. Mental Health Conditions
2. Access to Care (Primary & Specialty)
3. Chronic Disease Prevention & Management
4. Substance Abuse and Related Disorders
5. Healthcare & Health Resources Navigation
6. Racism & Discrimination in Healthcare
7. Food Access
8. Culturally & Linguistically Appropriate Services
9. Community Violence
10. Housing
11. Socioeconomic Disadvantage
12. Neighborhood Conditions

Based on this and other input, J-CHE decided to focus this round of Lindy Family Catalyst Grants on reducing community violence, including its root causes (e.g., socioeconomic disadvantage, racism, mental health conditions, neighborhood conditions, substance use and relegated disorders, food access, etc.)



To help alleviate some of the inequitable distributions of resources, our funds will be focused in the Thomas Jefferson University Hospital benefit area, which includes North Philadelphia, River Wards, Center City and South Philadelphia.

Community Benefit Area by Zip Code	
North Philadelphia	19121, 19122, 19132, 19133, 19140
River Wards	19124, 19125, 19134
Center City	19102, 19103, 19106, 19107, 19123, 19130
South Philadelphia	19145, 19146, 19147, 19148

The following zip codes are communities that are considered to have the deepest needs and are considered priority areas: 19121, 19132, 19133, 19140, and 19148.

Established in 2017, **Jefferson Collaborative for Health Equity** (J-CHE) is the strategic community engagement, and convener catalyst arm of Jefferson Health focused on advancing health equity in vulnerable Philadelphia communities. J-CHE focuses on addressing the Social Determinants of Health (SDoH) and other vital conditions that contribute to health disparities for many communities in our city.

We partner with community-based organizations to more effectively address health and or social problems. We provide technical assistance, programmatic evaluation, and capacity building for infrastructure and sustainability improvement.

J-CHE's aim is to leverage health as a catalyst to help every Philadelphia family reach their full potential.