

Scope of Work (SOW) Instructions

A SOW is required for the competitive *Network for a Healthy California (Network)* contracts that start on October 1, 2012. The *Network* is using a single SOW goal: The target population (Supplemental Nutrition Assistance Program (SNAP) eligible participants and those eligible up to 185% Federal Poverty Level (FPL) is empowered and enabled to select healthy foods and beverages and increase physical activity through nutrition education, social marketing and environmental support. The contractor will determine the objectives and activities to achieve this goal.

1. Formatting Guidelines

- a) The SOW should be a Microsoft Word document with minimum font size of 10 point. The California Department of Public Health (CDPH) prefers the use of Arial font for readability. Do not use multiple fonts. Add a separate formatted page for each objective.
- b) Each Objective needs to address a level(s) of the Social Ecological Model (SEM) (Appendix 3).
- c) The numbering sequence should be:
 - Goal 1, Objective 1, Activity 1, 2 etc.
 - Goal 1, Objective 2, Activity 1, 2 etc.;
 - Do not use decimals, dashes, bullets or other symbols to identify objectives or activities.
- d) There must be a page break between Objectives.
- e) All text must be within the table, no paragraphs or notes with asterisks can be inserted at the bottom of the page. Each abbreviation should be listed in the legend located in the footer.
- f) The page numbering in the footer should start with "Page 4 of XX".
- g) Be consistent when using numbers throughout the document. Standard formatting for the narrative sections is to spell out the numbers one through ten, and use numeric symbols for numbers 11 and above.
- h) Utilize computer software spell and grammar check prior to submission.

2. Completion Guidelines

- a) Goal
The primary goal of the SOW is to ensure that the target population, Supplemental Nutrition Assistance Program (SNAP) participants and eligible up to 185% Federal Poverty Level (FPL), is empowered and enabled to select healthy foods and beverages and increase physical activity through nutrition education, social marketing and environmental support. The goal addresses the *Network* strategic priorities to: 1) Increase access and consumption of healthy foods, 2) Reduce the consumption of less healthy foods and beverages and increase water consumption and 3) Promote physical activity opportunities throughout the day. This goal cannot be modified.

b) Objectives

Objectives directly relate to the SOW goal. Objectives guide activities and evaluation by answering the questions who, what, when, where, and by how much. In most cases SOWs are written in terms of the target audience, not the agency. Applicants are required to create their own objectives except for the Infrastructure and Impact/Outcome Evaluation Objectives (IOE). For list of SOW resources to assist you with the objective formation process, refer to Appendix 15.

Objectives must be action-oriented and Specific, Measurable, Achievable, Relevant, and Time bound (**SMART**):

Specific - identify a specific event, action or behavior change;

Measurable - quantify the amount of change to be achieved;

Achievable - are realistic given available resources, time and the proposed activities;

Relevant - relate to the goal; and

Time bound - specify a time by which the objective will be achieved.

I. Infrastructure Objective (Required)

All contractors are required to include the Infrastructure Objective in their SOW. This objective (Attachment B, Objective 1 of SOW Template) has been completed for you and describes the reporting, training and community activities the contractor is required to perform.

II. Impact/Outcome Evaluation Objective (Required)

All contractors are required to include the Impact/Outcome Objective in their SOW. This objective (Attachment B, Objective 2 of SOW Template) has been completed for you.

III. Strategic Priority Objectives

The Request for Approval (RFA) includes three strategic priorities:

- Priority I: Increase access and consumption of healthy foods;
- Priority II: Decrease consumption of less healthy foods and beverages and increase consumption of water; and
- Priority III: Increase daily physical activity opportunities throughout the day.

Applicant must select from any combination of priorities; however, Priority III cannot stand alone. For example, you may select one of the following:

- All three Priorities, or
- Priority I, or
- Priority II, or
- Priority I and II, or
- Priority I and III, or
- Priority II and III.

Below is a listing of recommended strategies that are based on the One-Year Implementation Plan and USDA Guidance. As always, any proposed strategy, intervention, and activity must be in compliance with USDA Guidance (e.g., targeting, messaging, etc.).

Priority I: Increase access and consumption of healthy foods*

1. Media/marketing

- Develop a marketing and media campaign that promotes healthy foods to low-income Californians and decreases the consumption of less healthy foods (e.g., foods high in sodium, fat, added sugar).
- Promote the marketing and sale of healthy foods.
- Increase media literacy regarding food marketing, nutrition and consumption.

2. Nutrition education

- Provide nutrition education based on the Dietary Guidelines for Americans, 2010 and www.Myplate.gov to encourage consumption of healthy foods.
- Educate decision makers on the importance of healthy food for chronic disease/obesity prevention and the best practices for increasing access to healthy foods and creating healthy environments.

3. Increase access to and consumption of healthy foods through changes in food environments

- Enhance distribution and procurement systems that provide affordable, healthy foods to low-income communities.
 - Work with local growers to increase access to produce (e.g., farm-to-fork, farmer's markets, Community Supported Agriculture, healthy snacks, worksites and other facilities, etc.) in low-income neighborhoods.
 - Promote produce cart initiatives that benefit low-income communities (e.g., New York City's green cart initiative).
 - Expand retail outlets that offer healthy, affordable foods in low-income communities.
 - Maximize participation of federal food programs while encouraging the purchase of healthy foods through those programs to the extent allowed.
 - Decrease consumption of calorie dense, low-nutrient foods by limiting access.
- Educate, engage and empower low-income consumers and communities throughout the process to create healthy environments.

4. Point of Purchase

- Employ behavioral economic strategies/tactics in places where food is provided.
- Implement the *Network* retail program in high-quality food stores to promote purchase of healthy foods.

- Establish marketing practices and environmental approaches that promote healthy foods in retail establishments.
 - Implement signage that promotes healthy choices vs. less healthy foods.
 - Promote healthy products through the location and placement of healthy foods (e.g., healthy checkout lanes).

5. Promote strategies to make healthy food more affordable

- Advance practices that decrease the cost of healthy foods, making them more affordable for low-income consumers.

6. Social Support

- Implement peer-to-peer education interventions, including community health workers.
- Empower youth and parents to advocate for access to healthy foods.
- Develop partnerships with a wide array of hunger, equity, minority, low-income, faith, business, public sector, and community leaders to support changes.
- Ensure that culturally-appropriate partnerships are formed within minority and Limited English Proficient communities.

Priority II: Decrease consumption of less healthy foods and beverages, and increase consumption of water

1. Nutrition Education

- Provide nutrition education on less healthy foods/beverages and the health risks associated with their consumption to Californians of all ages.
- Provide nutrition education on the benefits and safety of water.
- Provide training and technical assistance to locals so they can benefit from best practices, lessons learned, and other successful tools and materials.
- Educate decision makers on the health risks associated with the consumption of less healthy foods/beverages and existing best practices for reducing consumption.

2. Media/Marketing

- Conduct a statewide public education campaign that promotes healthy food/beverage messages based on formative research.
- Utilize media advocacy to inform the public and state/community leaders.

3. Advance state and local approaches that promote the availability of healthy food/beverage choices (Access/Point of Purchase):

- Educate, engage, and empower low-income consumers and communities throughout the process.
- Institute healthy procurement practices and environmental approaches (including nutrition standards for vending machines) in government entities, worksites, child care, after school programs, and other institutions.

- Ensure that safe, free drinking water is available to low-income populations.
- Advance strategies and practices that make healthy choices more affordable.

4. Social Support

- Implement peer-to-peer education interventions, including with community health workers.
- Empower youth and parents to advocate for access to healthy foods/beverages.
- Develop partnerships with a wide array of hunger, equity, minority, low-income, faith, business, public sector, and community leaders to support change.
- Ensure that culturally-appropriate partnerships are formed within minority and Limited English Proficient communities.

Priority III: Increase physical activity opportunities throughout the day

1. Provide opportunities for physical activity in child care and after school settings in conjunction with nutrition education

- Promote physical activity/education standards with nutrition standards
- Promote curriculums that include both nutrition education and physical activity.
- Promote school recreational facilities availability for after-hours use by the community (e.g., establish joint use agreements).
- Set meeting policies that also include physical activity breaks for staff and parents.

2. Improve active transport opportunities for low-income families

- Participate in civic work groups to provide input on changing the physical environment (e.g., improving planning and zoning) to facilitate safe physical activity opportunities in low-income areas. This may include access to public recreational facilities, parks, and green spaces that are safe and connected to public transit and the places where families live, work, shop, and study.
- Support safe routes to school by working with local government to improve infrastructure and by educating low-income families on safely walking or biking to school, including in rural areas.
- Educate, engage, and mobilize low-income communities throughout the process to create healthy food and physical activity environments.

3. Education

- Educate low-income families about the importance of daily physical activity, in conjunction with nutrition education.
- Educate decision makers about the importance of physical activity and active transport, in conjunction with nutrition education.
- Increase the professional education/knowledge base of those who lead physical activity and nutrition education interventions.

4. Create workplace policies supportive of regular physical activity during the work day, in conjunction with healthy eating policies

- Ensure employers provide healthy workplace environments.
- Expand the California Fit Business Kit and its implementation by a wide array of low-wage employers.
- Set meeting policies that include physical activity breaks, along with policies to support healthy eating.

5. Social Support

- Implement peer-to-peer education interventions.
- Empower youth and parents to advocate for access to physical activity.
- Develop partnerships with a wide array of hunger, equity, minority, low-income, faith, business, public sector, and community leaders to support changes.
- Ensure that culturally-appropriate partnerships are formed within minority and Limited English Proficient communities.

** Healthy food as defined for this priority supports health and, to the maximum extent possible, is fresh and minimally processed. Healthy food should be accessible and affordable to everyone, and ideally locally and sustainably grown.*

IV. Additional Objective

Applicant can choose to write an additional unique objective that is complementary to the three Priorities. This objective and activities should go above and beyond strategies within the three Priorities and address nutrition education and obesity prevention innovatively.

The objectives require insertion of an unduplicated number of participants. It is the contractor’s responsibility to estimate the number reached for individual objectives, then ensure all add up to the minimum unduplicated numbers provided in the table.

The minimum unduplicated reaches are realistic expectations based on cost per participant. The cost per participant for this RFA is \$100. If your contract funding level is \$500,000 you will be expected to reach 5,000 unduplicated participants to meet the \$100 cost per participant level for funding.

Examples:

Federal Funding Level	Unduplicated Minimum Reach
\$200,000	2,000
\$500,000	5,000
\$1,000,000	10,000

Strategic Priority Objectives must state the number of participants, what will be done, number of events, completion date and where an event(s) will take place. Strategic Priority Objectives measure participation, track project activities and are used for accountability. *No statement should be made regarding producing change in the individual or the environment.*

Example: Provide a minimum of five nutrition-education activities, inclusive of kick-off event, in support of local and regional *ReThink Your Drink* healthy beverage education efforts to reach (*insert #*) SNAP-Ed eligible individuals in qualifying communities and promote and support the minimum of one healthy beverage policies to enhance *ReThink Your Drink* efforts.

c) Activities

Network funding may be used to provide behaviorally focused nutrition education, and physical activity promotion to SNAP eligible persons and others living at or below 185 percent of the FPL. Applicants must describe in the RFA how they will serve multi-county *Network* target populations. Please refer to Section VII, Attachment O for the USDA FFY 2013 Guidance for more information regarding allowable and unallowable nutrition education activities. All messaging must align with the Dietary Guidelines for Americans (DGA)/MyPlate and cannot include any disparaging language about specific foods, brands or commodities. Any messaging that does not align with the DGA/MyPlate requires prior approval from CDPH and USDA.

All activities and materials used must be targeted to SNAP eligible persons. Projects may include activities that benefit other low-income persons as long as at least 50 percent are SNAP eligible or have household incomes at or below 185 percent of the FPL. Targeting data for activities in the SOW must be included in the Project Synopsis form.

Activities performed to achieve the objective are described and should include the following:

- 1) What will be done? Briefly describe the planned activity.
- 2) Who is the target population? For example, children, adults, parents, etc.
- 3) How many will be reached. For example, 30 parents, 25 adults, etc.
- 4) How much work will be done? Quantify the amount of work to be performed to justify the budget request. Contractors are encouraged to use a minimum number. Indicate the length, frequency, and number of meetings, classes, trainings, etc. that will be conducted, if applicable, and
- 5) Where the activities will occur. For example, community centers, food banks, etc.

Example: Provide (XX #) trainings to (XX#) Parents on *ReThink Your Drink* campaign messages and nutrition education materials such as posters, pamphlets, flyers, etc.

- d) **Responsible Party**
For each activity in the SOW, please specify which staff will be working on the activity in this column. List staff by title or acronym for title e.g. PHN, RD, etc. Position titles and acronyms listed must be consistent with those listed in the Budget Justification.
- e) **Deliverables**
Specific activity deliverables such as agendas, photographs, media products, etc. are listed here.
- f) **Timeframe**
Specify an estimated timeline for the completion of each activity, including both month and year. Be consistent in the format of date documentation throughout the SOW and use the complete 4-digit representation for the year (20XX). Please carefully estimate the actual date range whenever possible and only use the entire year as the timeframe when it is accurate. Do not use the following descriptions: ongoing, annual, annually without specific dates, seasonal (e.g., spring, summer) in this column.

Example: Feb. 2013 – Sept. 2013 or 02/2013 – 09/2013.
- g) **Social Ecological Model (SEM)**
Please check all the spheres of the SEM that apply for each objective listed in the scope of work. (Appendix 3)
- h) **Legend**
The legend at the bottom of each SOW page must include all acronyms used for the entire SOW, not just the acronyms used on an individual page. The legend should be identical on each page of the SOW.

Scope of Work (SOW)

GOAL 1: The target population (Supplemental Nutrition Assistance Program (SNAP) eligible participants and those eligible up to 185% Federal Poverty Level (FPL) is empowered and enabled to select healthy foods and beverages and increase physical activity through nutrition education, social marketing and environmental support.

Objective 6: (Process) Engage a minimum of (xxx) qualifying grocery retailers (such as: supermarkets, grocery stores, and/or independent grocers) in the county to reach (xxx #) SNAP-Ed eligible residents through nutrition education materials, food demonstrations, store tours, and point of purchase strategies.

Social Ecological Model:

Individual Interpersonal: Social Groups Institutional/Organizational Community Policy/Environmental

Activities	Responsible Party	Deliverables	Timeframe
1. Participate in all required <i>Network for a Healthy California (Network)-Retail Program</i> trainings in person and/or via webinars.		Record of attendance, training agendas	10/1/2012-9/30/2013
2. Develop partnerships and Plan of Action with (xxx #) retail owners, managers, and/or staff and work with retail owners, managers and staff on healthy retail initiatives including: nutrition education, benefits to the community, economic benefits of accepting food-assistance programs, and healthy point of purchase strategies. Target and prioritize retail stores based on CX ³ assessment.		Partnership Agreements, Plans of Action document	10/1/2012-9/30/2013
3. Acquire food handling certification (such as ServSafe) that meets the county's requirements for the staff responsible for engaging the retail sites. Each food demonstration must be appropriately staffed to meet the requirements of the county. Food demonstrations should promote and market healthy food products available for purchase at the retailer.		Copy of Certification for staff	10/1/2012-9/30/2013

Activities	Responsible Party	Deliverables	Timeframe
<p>4. Coordinate, promote, and conduct (XXX #) promotional events at participating stores that highlight healthy initiatives in Geographic Information Systems (GIS)-qualified communities. Collaborate with the produce industry, food security organizations, and/or local decision makers, if available, on these events. Secure donations for events.</p>		<p>Calendar of events, photos of events, evaluation summary of promotional activities</p>	<p>10/1/2012-9/30/2013</p>
<p>5. Distribute and maintain appropriate nutrition-education materials such as the <i>Harvest of the Month</i> community newsletters, posters, signage, recipe cards, wobblers, magnets, window clings, <i>ReThink Your Drink</i> materials, hardware, in-store audio, CalFresh materials, etc., to qualifying stores, based on the size of the store. Update monthly.</p>		<p>Product Usage Report from the Online Ordering System</p>	<p>10/1/2012-9/30/2013</p>
<p>6. Partner with (xxx #) local farmers, farmers' markets, wholesale distributors, and/or community supported agriculture programs to facilitate business connections to the (xxx #) qualifying retailers, with the goal of increasing access to fresh local, affordable produce.</p>		<p>Partnership Agreements and Plans of Action</p>	<p>10/1/2012-9/30/2013</p>
<p>7. Provide technical assistance to (xxx #) qualifying retailers on approaches to increase availability and promotion of healthy food and beverage purchases, such as:</p> <ul style="list-style-type: none"> a. Promoting healthy items through placement/promotion strategies b. Promoting healthy items through reduced pricing strategies c. Improving the selection, quantity, and quality of more healthy food items throughout the store d. Actively engaging in Farm to Fork efforts that promote seasonal produce items matching the monthly <i>Harvest of the Month</i> education elements e. Encouraging local retailers to provide coupons or incentives to customers who purchase healthy food items f. Encouraging corner store conversion projects 		<p>Log of technical assistance activities, summary of outcomes</p>	<p>10/1/2012-9/30/2013</p>