



Robert Wood Johnson Foundation

Healthy Kids, Healthy Communities



2008 Call for Proposals

Brief Proposal Deadline

February 3, 2009

Program Overview

(Please refer to specific sections for complete details.)

Purpose

Healthy Kids, Healthy Communities is a national program of the Robert Wood Johnson Foundation (RWJF) whose primary goal is to implement healthy eating and active living initiatives that can support healthier communities for children and families across the United States. The program places special emphasis on reaching children who are at highest risk for obesity on the basis of race/ethnicity, income and/or geographic location. This initiative will advance RWJF's efforts to reverse the childhood obesity epidemic by 2015.

Through this call for proposals (CFP), RWJF will award approximately 60 grants to help local community partnerships across the United States increase opportunities for physical activity and improve access to affordable healthy foods for children and families. Special consideration will be given to communities in 15 states where the incidence of or risk for childhood obesity is the greatest (see page 10). Approximately half of the grants under this CFP will be awarded to communities in these states.

Eligibility Criteria (page 9)

Complete eligibility criteria can be found on page 9.

- Applicants must be based in the United States or its territories. Special consideration will be given to applicants in communities where measurements of predicted risk for obesity are particularly high.
- The lead agency for the proposed project must be tax-exempt under Section 501(c)(3) of the Internal Revenue Code, a government entity, or a tribal group recognized by the U.S. federal government.
- Grantees will be expected to secure a cash and/or in-kind match equal to at least 50 percent of the RWJF award over the entire grant period.

Selection Criteria (page 12)

- Complete selection criteria can be found on page 12.

Total Awards

- Approximately 60 grants of up to \$360,000 each will be awarded for four years.

Key Dates and Deadlines

- **February 3, 2009 (3 p.m. ET)**—Deadline for receipt of brief proposals.
- **May 14, 2009 (3 p.m. ET)**—Deadline for receipt of full proposals.
- **Late September 2009**—Finalists notified.
- **December 15, 2009**—Funding initiated.

How to Apply (page 17)

Proposals must be submitted through the RWJF Grantmaking Online system. Please direct any technical questions to techinfo@healthykidshealthycommunities.org.

Please direct programmatic inquiries to:

Sarah Strunk, *program director*

Phone: (919) 843-8430

E-mail: info@healthykidshealthycommunities.org

www.healthykidshealthycommunities.org

Background

Today, nearly one-third of all U.S. children and adolescents are either overweight or obese, putting them at higher risk for heart disease, type 2 diabetes, high blood pressure, stroke, asthma and certain types of cancer. The obesity epidemic is a pressing threat to our nation's economy and health care system. According to the Centers for Disease Control and Prevention, the total cost of obesity in the United States in the year 2000 was estimated to be \$117 billion—\$61 billion for direct medical expenses and \$56 billion for indirect costs. It's estimated that childhood obesity alone is responsible for up to \$14 billion per year in direct health care costs.¹

According to the Institute of Medicine (IOM), the nation's epidemic of childhood obesity is the result of cumulative changes in children's environments that limit their opportunities for physical activity and healthy eating. For example, many families live in communities that have limited or no access to affordable fresh foods and safe places for children to play. Reversing the epidemic will require communities to remove barriers to and increase support for healthy eating and physical activity among children.

Success in creating healthier communities also requires effective partnerships among leaders, practitioners and advocates from different disciplines, including, but not limited to, public health, education, parks and recreation, city planning, transportation, community development, social services and the private sector. Local funding and support are critical to maintaining and sustaining such efforts. Such multidisciplinary partnerships can change policies and environments, leading to systems and social norms that support healthy eating and active living for children and families.

¹ *Childhood Obesity: Costs, Treatment Patterns, Disparities in Care, and Prevalent Medical Conditions*. Thomson Medstat Research Brief, 2006. Available at www.medstat.com/pdfs/childhood_obesity.pdf.

The Program

Healthy Kids, Healthy Communities is a national program of the Robert Wood Johnson Foundation (RWJF) whose primary goal is to implement healthy eating and active living initiatives that can support healthier communities for children and families across the United States. Healthy Kids, Healthy Communities places special emphasis on reaching children who are at highest risk for obesity on the basis of race/ethnicity, income and/or geographic location.

Through the program, RWJF seeks to catalyze and support communities' efforts to address the root causes of childhood obesity through integrated changes in policies, norms, practices, social supports and the physical environment. Healthy Kids, Healthy Communities will:

1. provide funding, tools and assistance to help funded communities sustain systems, policies and environmental changes that support healthy eating and active living, especially among children who are at highest risk for obesity;
2. collaborate with other RWJF-funded initiatives to help drive wide-scale change;
3. support experienced local leaders who will serve as ambassadors and mentors for communities that are working to prevent childhood obesity;
4. apply research findings and evaluation results to help communities implement the most effective strategies for increasing physical activity and improving nutrition for kids; and
5. inform the public and policy debate on childhood obesity by sharing insight about initiatives with the greatest potential for wide-scale change that will help to reverse the epidemic.

Nine communities already have received funding from RWJF as leading sites for the Healthy Kids, Healthy Communities program. These leading sites were selected based on their demonstrated leadership and success in achieving policy and environmental changes related

to active living and healthy eating, as well as their readiness to implement broader-scale changes. These leading sites also will serve as mentors and ambassadors to grantees that are funded through this CFP.

The objective of this round of funding is to provide support for community initiatives that will increase opportunities for physical activity and improve access to affordable healthy foods for children and families.

Under this CFP, RWJF will award approximately 60 grants for Healthy Kids, Healthy Communities sites, each of which will receive up to \$360,000 total for four years. All grantees must secure a cash and/or in-kind match equal to at least 50 percent of the RWJF award over the entire grant period. *More information on match requirements is provided on page 11.*

Successful proposals will demonstrate a comprehensive approach that includes policy- and environmental-change strategies for preventing and reducing childhood obesity. For example, communities funded through RWJF's *Active Living by Design* program followed an action model composed of five strategies for increasing active living and healthy eating at the community level. The model includes specific tactics in the following areas: preparation, policy, physical projects, promotions and programs. More information about the 5P model is available at www.activelivingbydesign.org/5ps.

While a comprehensive approach for reversing the childhood obesity epidemic must address both active living and healthy eating, applicants may choose to emphasize either active living or healthy eating if they can demonstrate that their proposed initiative coordinates with complementary community efforts to address the other area. Similarly, proposed initiatives may include working with partners to implement a comprehensive strategy like the 5P model, but the focus of the proposal must be on policy and environmental changes, not on the provision of direct service programs or public awareness campaigns.

The following examples provide practical and promising policy- and environmental-change strategies that have the potential to support active living and healthy eating in communities, and contribute to preventing or reducing childhood obesity.

Active Living:

- Increase the number of neighborhood or community parks, playgrounds and/or recreational facilities in low-income residential areas.
- Implement “complete streets” designed to allow pedestrians and cyclists to share roads safely with motorists.
- Connect roadways to complementary systems of trails and bike paths that provide safe places for children and families to walk and bike.
- Support smart growth strategies and zoning in new developments and revitalize existing communities to include compact and mixed-use zoning, affordable housing, transit-oriented development, and walkable and bikable street design.
- Support Safe Routes to School strategies focusing on policies, infrastructure safety improvements and programming to increase the number of children walking and bicycling to school.
- Support master plan improvements that promote physical activity (and healthy eating) in comprehensive plans, pedestrian plans, and parks and recreation master plans.
- Develop agreements to expand the shared use of schools and other public facilities for after-hours use for physical activity.

Healthy Eating:

- Support the creation or improvement of infrastructure for production, distribution and processing of healthy foods, including links with grocery stores, schools, after-school programs and day-care settings.
- Provide incentives for institutional procurement of healthy foods in settings such as day-care centers, community centers, parks and after-school programs.
- Establish grant and loan programs, technical assistance and other incentives to attract retail grocery stores and/or other healthy food venues.
- Improve the offerings at community food venues and support innovative means to improve access to high-quality, culturally appropriate, affordable and healthy foods.
- Increase access to healthy foods for beneficiaries of food assistance programs such as the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) and the Supplemental Nutrition Assistance Program (formerly titled the Food Stamp Program), and for other high-need populations.

Promising strategies for reversing the childhood obesity epidemic must go beyond changes to a single policy or practice such as those identified above. The most competitive proposals will focus on policy and environmental changes that will position communities for larger-scale systems changes in, for example, transportation, parks and recreation and food systems. The following scenarios illustrate some examples of multifaceted approaches for creating healthy communities and reversing the childhood obesity epidemic.

- A successful policy to provide incentives for grocery stores to locate in a lower-income community may need to be supported by site-development incentives in ordinances; market analysis and targeted recruitment of stores; data mapping that shows residents’ lack of access to healthy foods; related neighborhood

revitalization efforts; assessments of the demand for particular ethnic/niche foods; and/or ongoing logistical support to retain the stores over time.

- A successful healthy food system might also include increased access to fresh fruits and vegetables at community gardens and farmers' markets; improved public transportation to grocery stores; increasing acceptance of EBT (electronic benefit transfer) cards and other federally funded food assistance programs; policies and practices within parks and planning departments to dedicate space for community gardens; healthy vending policies at schools, parks and other government-owned facilities; and/or local comprehensive plans that include measurable targets to improve healthy eating.
- A successful greenway system master plan also may require new design standards for intersections of trails with roads; mandatory easements in new residential subdivisions; cooperative agreements with a utility company that controls key land; increased capital funding for underpasses or wayfinding signs; the establishment of a nonprofit "conservancy" or "friends" group to assist with greenway system maintenance and fundraising; striping of new bike lanes; and/or additional bike parking in downtown areas.
- A successful policy to open school playgrounds or gyms for public use after school hours may need to be supported by joint-use agreements for sharing costs or increasing budgets for utilities, security, maintenance and janitorial services; removing or installing fences or gates; clarifying institutional liability; expanding after-school programs or sports leagues that require additional supervision; establishing new guidelines for controlling access to school grounds; arranging for transportation/alterd bus service; and/or working with principals to increase awareness of new policies among school personnel.

Applicants need not limit their proposed initiatives to the examples or scenarios mentioned above but are encouraged to develop strategies that are likely to

be successful within the context of their community. Consideration should be given to the community's assets and challenges, as well as its readiness and capacity to address childhood obesity through policy and environmental strategies that ultimately strive to change systems and social norms.

RWJF is committed to funding a portfolio of communities that represents a variety of geographic locations; a diversity of populations; a mix of urban, rural and suburban settings; and an array of proposed initiatives.

The Healthy Kids, Healthy Communities national program office (NPO) will link grantees to other resources—such as the new *Robert Wood Johnson Foundation Center to Prevent Childhood Obesity*—to provide grantees with technical assistance and consultation throughout the grant period.

Eligibility Criteria

Eligible Initiatives

Proposed initiatives submitted under this CFP should focus on community-change strategies that focus on active living and healthy eating policy and environmental changes and have strong potential to prevent or reduce childhood obesity. School-based strategies that take place before and after school hours and have a clear connection to the broader community also may be proposed. Other school strategies may be considered as part of a broader community effort, but we are most interested in initiatives that take place outside of schools.

Eligible Applicants

For purposes of this program, an eligible community is defined as a municipality, county, district or region with partners that are able to plan, advocate for and implement changes to policies, environments and systems. Although there is no minimum requirement for population size, initiatives focused on the neighborhood level generally would not be considered competitive.

This round of funding is open to communities throughout the United States and its territories. Special consideration will be given to communities in 15 states where the incidence of or risk for childhood obesity is greatest: Alabama, Arizona, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, New Mexico, North Carolina, Oklahoma, South Carolina, Tennessee, Texas and West Virginia. Approximately half of the grants under this CFP will be awarded to communities within these states. Selection of these states was based on numerous factors, including child and adult obesity rankings, percentage of low-income children who are obese, percentage of children who live in families at or below the federal poverty level, and other measurements of predicted risk.

Healthy Kids, Healthy Communities will accept only one proposal per community. Therefore, partners representing a variety of disciplines and areas of expertise are encouraged to collaborate to avoid duplication of effort, ensure the submission of the strongest possible proposal and coordinate the contributions of cash and in-kind support. Each applicant is required to focus on children who are at greatest risk for obesity on the basis of income, race/ethnicity and/or geographic location. The proposals selected for funding will represent a diverse array of communities, populations, geographic regions and type of initiatives.

The lead agency for the proposed project must be an organization that is tax-exempt under section 501(c)(3) of the Internal Revenue Code, a government entity or a tribal group recognized by the U.S. federal government, and must be based in the United States or its territories. Lead agencies serve as fiscal and administrative liaison for the grant and are responsible for oversight of all programmatic activities.

Applicants must have a range of partners with the resources, expertise, perspective and a history of working together or the desire to collaborate at the

municipal, county, district and/or regional level. Each applicant is required to determine the appropriate partners for their initiative and identify a highly qualified project director to provide overall leadership and coordination.

In addition, applicants must indicate their willingness and ability to:

- participate in a planning and assessment process during the first six months of the grant period, which will culminate in the development of a workplan to guide their subsequent efforts;
- engage in a learning network with other grantees and the Healthy Kids, Healthy Communities NPO to share promising practices and lessons learned, and to provide input on the program's evolution;
- collaborate with RWJF, independent consultants and the Healthy Kids, Healthy Communities NPO to evaluate how grantee interventions impact the community environment and/or children's active living and healthy eating behaviors;
- be committed to continue and attempt to sustain this work beyond the end of the grant period; and
- secure cash and/or in-kind support equal to at least 50 percent of the RWJF award amount over the entire grant period.

Cash and In-Kind Support

Grantees will be expected to secure cash and/or in-kind matching funds equal to at least 50 percent of the RWJF award over the entire grant period. Lead agencies submitting a brief proposal must demonstrate that they have secured dedicated cash and/or in-kind support. *Applicants invited to submit full proposals* must have firm letters of support committing to cash and/or in-kind support equal to at least 50 percent of the Year 1 budget by the full proposal deadline. Continued funding from RWJF in Years 2–4 will be contingent upon securing the required 50 percent match in each of the subsequent years.

Proposals that demonstrate secured cash and/or multiple years of funding generally will be more competitive than those contributing solely in-kind support and/or securing just one year of funding. All matching funds must be specifically designated to support the proposed initiative.

One or more local grantmakers, such as corporate, community, family or private foundations or other charitable organizations, may contribute to the cash match to help support the project. In addition, city, county or state funds may be considered as a significant or primary source of matching dollars. Regardless of the source, applicants must be able to document that the cash match represents dollars that are designated specifically to support this initiative. Over the life of the grant, RWJF encourages multiple local funders to work together to help sustain this work.

Applicants also may secure *in-kind support* as a contribution to the required match. In-kind support may include items such as dedicated staff time provided by the project director or other key partners and supported by sources other than RWJF or the matching funder(s), the value of consultant time provided on a pro bono basis and the fair market value of operating expenses related to the initiative, such as duplicating, materials, supplies and space.

Selection Criteria

Proposals will be reviewed and scored based on the degree to which they:

- are likely to prevent or reduce childhood obesity;
- focus on and address the needs of vulnerable populations and communities at greatest risk for childhood obesity on the basis of race/ethnicity, income and/or geographic location;
- demonstrate the ability to engage populations at greatest risk for childhood obesity in their work;

- engage leaders and influential community members with experience in and a commitment to advancing active living and healthy eating among children;
- identify a diverse array of partner organizations or entities, such as influential stakeholders and key decision-makers, who have clearly defined roles and experience working with and on behalf of communities at highest risk for childhood obesity;
- show evidence of capacity, readiness and available opportunities to implement policies and environmental changes that have strong potential to increase active living and healthy eating among children;
- engage elected officials and/or generate broad-based political will to support this work;
- could be replicated in a variety of other communities and settings; and
- secure cash and/or in-kind support equal to at least 50 percent of the RWJF award to help support the initiative during and sustain it beyond the grant period.

Brief proposals will be assessed using the criteria listed above, and a smaller number of applicants will be invited to submit more detailed full proposals. Final decisions will be based upon selection criteria, as well as the Foundation's interest in funding communities from the 15 key states, a diversity of populations, a variety of settings and an array of proposed initiatives.

Healthy Kids, Healthy Communities has a national advisory committee that makes recommendations about funding decisions to RWJF staff. RWJF is responsible for all final funding decisions. RWJF does not provide individual critiques of proposals submitted.

Evaluation

As a condition of accepting RWJF funds, grantees will be required to participate in an evaluation, which will help identify promising models and initiatives that are working most effectively to increase healthy eating and physical activity for children. The evaluation will not be used to assess grantee performance or to determine future funding decisions.

All applicants should work with their partners to identify potential policy- and environmental-change strategies. This initial effort will be refined through a planning and assessment process at the beginning of the grant period. Grantees who are able to demonstrate that they already have engaged in sufficient planning may be able to shorten this process and proceed directly with implementation activities after the Healthy Kids, Healthy Community NPO approves their proposed workplan.

Active collaboration with grantees in the evaluation process is essential. For this reason, each applicant should allocate time and dollars within the budget (estimated at approximately 10 percent FTE, on average, over the course of the initiative) to support the work of an evaluation liaison. It is not necessary for this individual to have evaluation expertise. The ideal evaluation liaison would be an active partner involved in planning and implementing the initiative who has strong ties within the community. The purpose of the budget allocation is to assure that there is a designated liaison to:

- coordinate communication with and involvement from community leaders related to evaluation activities;
- provide feedback and interim reports to the community partnerships that can be used for their benefit; and
- serve as a linkage for reporting to RWJF and the NPO.

If the project director or coordinator is identified to serve in this role, then time should be allocated specifically to participate in the evaluation and

reporting activities identified above. RWJF will work with grantees to ensure the evaluation process places minimal burden on the community.

As noted under Eligibility Criteria, proposals must include a stated commitment of willingness to participate in an evaluation, which is a condition of the grant award.

Monitoring and Other Expectations

Grantees also will be expected to meet RWJF requirements for the submission of financial and narrative reports, as well as regular entries to a progress reporting system. At the close of the funding period, the lead agency will be expected to provide a written report on the project and its findings for broad dissemination.

In addition, project leaders and paid project staff will be expected to participate in a learning network with other Healthy Kids, Healthy Communities grantees and partnerships. Activities may include participating in teleconferences, Webcasts, strategy sessions, peer exchanges, conferences and/or professional development seminars and trainings.

Use of Grant Funds

Grant funds may be used for project staff salaries, consultant fees, data collection and analysis, meetings, supplies, project-related travel and other direct project expenses, including a limited amount of equipment deemed essential to the project.

Applicants are expected to commit funding sufficient to support salary and benefits equal to at least half-time support for a project director or coordinator. RWJF funds and/or matching/in-kind support may be used for these purposes. Although RWJF will consider exceptions (e.g., two individuals each dedicating 25 percent time and/or an arrangement with a long-term contractor or consultant), a strong justification will be required. It is highly recommended that the

director or coordinator be paid a competitive salary, receive benefits and have experience in leading and/or coordinating similar efforts.

Applicants are expected to include in their proposed budgets at least \$2,720 per year (\$1,360 per person) to support travel costs for two individuals to participate in annual meetings for Healthy Kids, Healthy Communities.

RWJF funds awarded under this CFP may not be used to develop or implement programs whose sole purpose is promotional or educational in nature. In addition, funds may not be used for construction costs and capital expenses related to the building of physical projects, such as sidewalks, playgrounds, trails, greenways, bike paths, community gardens or farmers' markets. In keeping with RWJF policy, grant funds may not be used to subsidize individuals for the costs of their health care, support clinical trials of unapproved drugs or devices, construct or renovate facilities, or replace funds currently being used to support similar activities.

RWJF prohibits any portion of the award to be used for direct or grassroots lobbying as defined in federal law and tax regulations. Any proposed lobbying activities must be supported with non-RWJF funds. Applicants who are invited to submit full proposals should ensure they have made provisions for complying with this restriction and should address in their full proposals how they will comply with this non-lobbying provision.

How to Apply

There are three stages in the competitive proposal process: (1) submission of a brief proposal that describes the proposed initiative; (2) submission of a full proposal (if invited); and (3) a conference call, site visit or reverse site visit with the review team (if invited).

All proposals must be submitted through the RWJF Grantmaking Online system. Additional information, FAQs and access to the RWJF Grantmaking Online system are available at <http://grantmaking.rwjf.org/hkhhc>.

Stage 1: Brief Proposals

The deadline for receipt of brief proposals is Tuesday, February 3, 2009, at 3 p.m. ET. Late or incomplete submissions, as well as submissions from ineligible applicants, will not be reviewed.

Stage 1 includes submission of six items. Additional information will not be accepted or reviewed.

1. Applicant information sheet.
2. Proposal summary (up to 2000 characters).
3. Brief proposal narrative (up to five single-spaced pages in 11-point Arial font using the brief proposal template provided in the RWJF Grantmaking Online System) addressing the following items in this order:
 - *Background information*, including the project area, demographics and key statistics (including, but not limited to, racial/ethnic composition, median household income and prevalence of childhood obesity, if available), community assets, challenges and needs;
 - *Recent and current efforts in the community* to address childhood obesity;
 - *Organizational capacity* of the lead agency, including mission and previous work in improving children's food and/or physical activity environments;

- *Summary of key partners*, including their experience and skills, previous work in addressing active living and/or healthy eating, and their anticipated roles in this initiative;
 - *Level of readiness* to engage in this work, including results of previous assessments (if any have been conducted) related to active living and/or healthy eating;
 - *Preliminary ideas regarding the focus of your initiative*, and how it would complement existing efforts to address childhood obesity in your community; and
 - *Actual and proposed sources of cash and/or in-kind support*, and your ability to sustain this work once the grant period has ended.
4. List of organizational partners (using the template provided in the RWJF Grantmaking Online system).
 5. List of matching funds identifying the source(s) and amount(s) of actual and proposed cash and/or in-kind support (using the template provided in the RWJF Grantmaking Online system).
 6. Letters of support from key partners, including those who have significant responsibilities for implementing the initiative and who are expected to contribute cash and/or in-kind support. The letter should affirm the partner’s endorsement of the proposal and intention to work with the applicant (and other potential partners) during the grant period. Letters of support must be on the organization’s letterhead and include the name, title, telephone number and e-mail address of the appropriate contact person within the partner organization. Letters should be submitted by the applicant via the Grantmaking Online system using the Letters of Support template along with the rest of the brief proposal application materials.

Please go to <http://grantmaking.rwjf.org/bkbc> to submit your brief proposal.

RWJF will host conference calls for potential applicants to answer questions about the program, as well as the proposal and selection processes (see Timetable on page 23). Participation in one of these calls is strongly encouraged, but not required. To register for a call, please submit an e-mail with the subject line “Conference Call Registration” to info@healthykidshealthycommunities.org. The e-mail should contain the date of the call for which you wish to register, your name, title, organization, community and state.

Dial-in instructions and agendas are available at www.healthykidshealthycommunities.org. All participants are urged to carefully review the CFP and FAQs prior to the call.

Answers to FAQs and other programmatic information are available at www.healthykidshealthycommunities.org, and will be periodically updated during the proposal-development process.

Please submit inquiries via e-mail with “HKHC CFP” in the subject line. Send programmatic inquiries regarding the CFP or the proposal process to info@healthykidshealthycommunities.org, and technical questions related to the RWJF Grantmaking Online system to techinfo@healthykidshealthycommunities.org.

We will make every effort to respond to questions and requests for assistance within one business day of receiving them. Because we expect to receive a large number of proposals, it is unlikely that we will be able to respond to last-minute requests for assistance. Applicants are strongly encouraged to register and familiarize themselves with the Grantmaking Online system early in the process, review the FAQs in detail, and contact the NPO well in advance of deadlines with any questions or concerns.

Stage 2: Full Proposals

Applicants selected to proceed to the second stage of review will be invited to submit full proposals. At that time, reviewers will seek additional information regarding the applicant, its partnership, the community, opportunities and challenges, and additional information about the proposed initiative and budget, including the status of the cash match and/or in-kind support.

Conference calls and/or Web conferences will be held to provide guidance to applicants during the full proposal development process.

Stage 3: Conference Calls, Site Visits and/or Reverse Site Visits With the Review Team

Applicants selected to proceed to the final stage of review may be invited to participate with members of their partnership and the review team in a conference call, a site visit to their community or a reverse site visit in a pre-determined location. The purpose of these meetings is to gain a deeper understanding of the community, its assets and challenges, the lead agency and its partners, the status and extent of local funding support, and the proposed initiative. The meetings also provide an opportunity for the applicant and its partners to ask questions of the review team and NPO staff. Several dates and times will be offered so that the applicant can select a time that best accommodates key partners' schedules.

Program Direction

Healthy Kids, Healthy Communities is a national program of the Robert Wood Johnson Foundation. The national program office (NPO) is housed at *Active Living by Design*, which is part of the North Carolina Institute for Public Health at the UNC Gillings School of Global Public Health. Active Living by Design creates community-led change by working with local and national partners to build a culture of active living and healthy eating. Established in 2001 as a national program of the Robert Wood Johnson Foundation,

Active Living by Design now serves funders and community partnerships across the nation.

The Healthy Kids, Healthy Communities NPO provides direction, technical assistance and consultation for this initiative at:

Healthy Kids, Healthy Communities
c/o Active Living by Design
Gillings School of Global Public Health
The University of North Carolina at Chapel Hill
400 Market Street
Suite 205
Chapel Hill, NC 27516
Phone: (919) 843-8430
E-mail: info@healthykidshealthycommunities.org
www.healthykidshealthycommunities.org

Responsible staff members at the NPO are:

- Sarah Strunk, M.H.A., *director*
- Mary Beth Powell, M.P.H., *deputy director*
- Mark Dessauer, M.A., *communications director*

Additional program direction and technical assistance are provided by NPO project officers and consultants.

Healthy Kids, Healthy Communities addresses a grantmaking priority of the Childhood Obesity team at RWJF. Responsible staff members at the Foundation are:

- Jamie Bussel, M.P.H., *program officer*
- James Marks, M.D., M.P.H., *senior vice president and director, Health Group*
- Laura Leviton, Ph.D., *special adviser for evaluation*
- Kathryn Thomas, M.J., *senior communications officer*
- Vanessa Farrell, M.P.H., *program associate*
- Daniela Phayme, M.Div., *grants administrator*

About the Robert Wood Johnson Foundation

The Robert Wood Johnson Foundation focuses on the pressing health and health care issues facing our country. As the nation's largest philanthropy devoted exclusively to improving the health and health care of all Americans, we work with a diverse group of organizations and individuals to identify solutions and achieve comprehensive, meaningful and timely change.

For more than 35 years we've brought experience, commitment and a rigorous, balanced approach to the problems that affect the health and health care of those we serve. When it comes to helping Americans lead healthier lives and get the care they need, we expect to make a difference in your lifetime.

For more information visit www.rwjf.org.

Sign up to receive e-mail alerts on upcoming calls for proposals at www.rwjf.org/services.



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