



**Request for Proposals**  
**2019 Health Care Transportation Access**  
**“Ready-to-Launch” Projects**

- Has your community-based team developed the concept for an innovative transportation solution that improves individuals’ access to health care services?
- Has your team tested the assumptions embedded in that solution to ensure that it has worked out as many “bugs” as possible?
- Does your team have a high degree of confidence that the solution will effectively serve users’ needs, be operationally feasible, and be financially sustainable?
- Has your team developed a business plan for its solution?
- Is the lack of funding the largest remaining obstacle to your implementing this innovative solution?

If your community can answer yes to these questions, then you are invited to apply for the National Center for Mobility Management (NCMM)’s Health Care Transportation Access “Ready-to-Launch” 2019 Implementation Grants. These grants, supported with funding from the Federal Transit Administration, will support communities in taking concrete steps toward implementing transportation solutions to address health care access.

**I. About the NCMM 2019 Health Care Transportation Access Ready-to-Launch Projects**

**A. Goals**

- To provide funding for a limited launch<sup>1</sup> of innovative transportation solutions that provide target populations with improved access to health care services
- To test the feasibility of innovative transportation solutions in real-world conditions in the marketplace and learn where these solutions need to be further revised
- To guide community-based teams in gathering outcome data regarding their solution and then sharing that data as they seek sustainable funding for long-term implementation

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<sup>1</sup> A limited launch is a time- and geography-restricted test of a solution, designed to learn how the solution interacts with real-world conditions before investing too much time or funding in it. It is not yet a fully operational pilot.

- To assist community-based teams in preparing for a full-scale roll-out of their solutions

## **B. Eligible Applicant Communities**

Three communities will be competitively chosen to receive funding through the Ready-to-Launch opportunity. Eligible applicants are designated or direct recipients for funds under 49 U.S.C. Sections 5307, 5310, or 5311, or an eligible subrecipient of these funds. Eligible subrecipients under FTA programs include state or local government authorities, nonprofit organizations, and operators of public transportation. The applicant must have the capacity to successfully execute the project, and its partners should have the capacity to execute their roles successfully. The applicant should have no outstanding legal, technical, or financial issues that would make this a high-risk project.

## **C. Requirements for Applicants**

Before submitting an application, the community-based team must be able to demonstrate the following regarding the solution it is proposing:

1. The solution clearly supports the expansion of transportation options to health care for individuals for whom a lack of transportation is now a contributing factor to negative health outcomes (“target population”).
2. The community-based team that developed the solution did so with representation from the target population and at least one mobility professional from a public or nonprofit transportation agency. In addition, the applicant can show that the solution was informed by qualitative data gathered during interviews and/or observations of the target population.
3. The essential components of the solution have been vetted by the team through the sharing of prototypes of the solution with customers and other stakeholders along with other types of primary or secondary research.
4. The team has developed a business or similar plan identifying the business model for rolling out the solution, addressing the following:
  - a. Synopsis of the challenge being addressed, including a description of the target population and the geographic area
  - b. Description of the solution, including any applicable services or products
  - c. Description of the lead agency and partners and their respective roles in the limited launch of the solution
  - d. Detailed plans to provide adequate staffing support to the project across all partners
  - e. Market size and opportunity
  - f. Baseline data gathered during the planning/research phase as the solution was developed, and the projected impact the solution will have for the target population’s health care access
  - g. Business model, including expenses, financing options, and plans to pursue longer term sustainable funding
  - h. Anticipated timeline for limited launch rollout

5. The team gives clear indications of baseline conditions, how it proposes to measure outcomes, and how its solution would have a measurable impact in that community.

## **II. What to Expect During the NCMM 2019 Health Care Transportation Access Ready-to-Launch Project**

The Ready-to-Launch grants will guide the three chosen communities through the implementation of a limited launch of the solution that was conceptualized and validated in the pre-application phase. A *limited launch* is a proof-of-concept experiment conducted in the marketplace that is a more limited version of a full pilot; it can be limited by geographic scope, size of the population served, duration, or some other measure. A limited launch allows a community to implement a solution under controlled conditions so it can learn where the solution still needs to be revised. It tests the validity of assumptions embedded in the solution about how it will work, the community's response to it, and the cost of implementation—components that can be tested only through a partial real-world implementation. The overriding value of a limited launch is that the solution can be tested in the marketplace without the commitment of significant levels of funding needed for a full pilot or full roll out.

### **A. Activities**

The following are key activities in the teams' Ready-to-Launch projects:

- Accepted community-based teams are assigned an NCMM facilitator
- Facilitator works with the team to develop and implement the work plan for the limited launch, including identifying what the team still needs to learn about its solution in a real-world application
- Facilitator works with the team to develop performance metrics for both the limited launch and the full launch of the project
- Facilitator is available to help the teams work through any obstacles they encounter
- Peer-sharing webinars, hosted by NCMM, are available to all teams

### **B. Timeline**

Teams are expected to have their limited launch last at least two months, followed by an 2-4 weeks to process learnings from the limited launch, which means the latest date for putting the plan into action is November 1, 2019.

All activities must be completed by **February 15, 2020**, with final invoices provided to NCMM by February 20, 2020.

### **C. Funding Eligible Activities**

Each of the three chosen communities will receive up to \$75,000, paid to the lead applicant. The team's solution should clearly support the expansion of transportation options to health

care for individuals for whom a lack of transportation is an obstacle. The funds can be used to improve access to health care through means such as the following:

- Innovative expansion/revision of existing transportation options
- Innovative partnerships between transportation and health care services
- Implementation of an innovative transportation service that aligns better with patient needs
- Mobility management services
- Improved knowledge among the target population of transportation options to health care destinations
- Improved coordination of existing transportation services

#### **D. Grantee Reporting Requirements and Performance Measurement**

Applicants must commit to implementing, tracking, and reporting on their learnings from the limited launch and progress in meeting overall performance measures.

1. **Monthly activities.** Teams will participate in monthly phone calls with their NCMM facilitator, as well as participate in periodic peer-sharing webinars hosted by NCMM.
2. **Written reports.** Teams will complete a short report to accompany their monthly reimbursement requests. Templates will be provided.
3. **Tracking of performance measures and key learnings.** The team should provide baseline data that demonstrate the scope of the problem as it relates to the target population's access to health services. It should also describe the team's expected outcomes from the implementation of the solution. NCMM staff will work with the team to craft detailed performance metrics for the limited as well as the full launch of the solution. Once the limited launch is implemented, the team will report monthly performance measurement data, based on the metrics developed by the team with NCMM assistance, reflecting what the team is learning about customer adoption, operational feasibility, and financial viability of the solution.

#### **E. Key Dates**

June 26	Request for proposals (RFP) announced
July 8	Webinar for potential applicants (2:00 p.m. Eastern time); 1) Meet in Zoom room 459-239-7395, where you can view the slides; or 2) use one of these phone numbers to call in (won't be able to view slides): 669-900-6833 or 929-436-2866, Meeting ID: 459 239 7395
August 5	Applications due by 9:00 pm Eastern time
August 15	Successful applicants notified

August 21 Kick-off webinar for all selected participants

Feb 1, 2020 Projects completed

### **III. Application Review**

#### **A. Review Process**

Awards of the Ready-to-Launch grants will be made through a competitive process to qualified applicants. A review committee will evaluate the proposals based on the evaluation criteria specified below. NCMM will choose those projects receiving the highest recommendations by its review committee.

#### **B. Initial screening criteria**

All applications received will be screened to determine that the minimum requirements noted in the application have been met. Only those applications that meet the minimum requirements will be forwarded for review. Initial screening criteria include the following:

- An eligible applicant must submit the application.
- Complete application, in a single pdf document, must be received by email by the deadline of August 5, 2019, 9:00 pm Eastern time
- Total grant funds requested cannot exceed \$75,000.
- The application must include all the required elements, as noted below, including a business or similar plan.

## C. Application scoring

Applications that meet minimum requirements will be sent to the review committee. They will then be rated on the basis of highly recommended (HR), recommended (R), and not recommended (NR) in the following areas:

### 1. Scope of the Project and Target Outcomes

- a. The proposed scope of the project (e.g., target population, potential impact), as described in the application narrative, will address a significant health care-related transportation challenge in terms of the total numbers or percentage of the target population that would be impacted by the implementation of the project.
- b. The extent to which the team demonstrates the following:
  - i. The solution was developed with representation from the target population and at least one mobility professional from a public or nonprofit transportation agency
  - ii. The applicant can show that the solution was informed by qualitative data gathered during interviews and/or observations of the target population.
  - iii. The essential components of the solution have been vetted by the team through the sharing of prototypes of the solution with customers and other stakeholders along with other types of primary or secondary research.
- c. The team gives clear indications of baseline conditions, how it proposes to measure outcomes, and how its solution would have a measurable impact in that community

**2. Commitment of Essential Partners.** Each partner that will have an essential role in the project indicates a commitment to fulfilling its stated role, fully described in the application, throughout the entire Ready-to-Launch project.

**3. Organizational Capacity.** The applicant provides evidence of the organization's capacity to undertake this project and complete all required deliverables within the grant period.

**4. Comprehensiveness of business or similar plan.** The plan must include at least these elements:

- a. Synopsis of the challenge being addressed, including a description of the target population and the geographic area
- b. Description of the solution, including any applicable services or products
- c. Description of the lead agency and partners and their respective roles in the limited launch of the solution
- d. Detailed plans to provide adequate staffing support to the project across all partners
- e. Market size and opportunity

- f. Baseline data gathered during the planning/research phase as the solution was developed, and the projected impact the solution will have for the target population's health care access
- g. Business model, including expenses, financing options, and plans to pursue longer term sustainable funding
- h. Anticipated timeline for limited launch rollout

**5. Budget.**

- a. In applicant's budget, the projected costs and rationale for those costs are clearly explained.
- b. Projected budget is reasonable for the proposed scope of activities.

For more information, contact Andrew Carpenter, [carpenter@ctaa.org](mailto:carpenter@ctaa.org), 202-415-9688.

## Application Instructions

### A. General Instructions

**Deadline for receipt of application.** August 5, 2019, 9:00 p.m. Eastern time

**Directions for submitting application.** Email a single pdf file of your application to Andrew Carpenter, [carpenter@ctaa.org](mailto:carpenter@ctaa.org), with a copy to Amy Conrick, Director, National Center for Mobility Management, at [conrick@ctaa.org](mailto:conrick@ctaa.org). Only e-mailed applications will be accepted.

**Minimum requirements.** All of the requirements listed below must be met in order for an application to be forwarded to the review committee:

- An eligible applicant must submit the application.
- Complete application in a single pdf document must be received by email by the deadline.
- Total grant funds requested cannot exceed \$75,000.
- The application must include all the required elements, as noted below, including a business or similar plan.

### B. Eligible Applicants

1. **Eligible applicants.** Eligible applicants are designated or direct recipients for FTA funds under 49 U.S.C. 5307, 5310 or 5311, or an eligible subrecipient of these funds. *Applicants should explicitly state how they are an eligible applicant.* Eligible subrecipients under FTA programs include state or local government authorities, nonprofit organizations, and operators of public transportation. The applicant must have the capacity to successfully execute the project, and its partners should have the capacity to execute their roles successfully. The applicant should have no outstanding legal, technical, or financial issues that would make this a high-risk project.
2. **Project leads.** Each team must have an identified team leader who will serve as the main point of contact to coordinate with NCMM staff. The team lead will be a staff member of the applicant organization. Having a co-lead from another member organization is also encouraged.

### C. Elements of the Application Package

The application package includes three sections:

1. Proposal narrative
2. Budget form and narrative
3. Attachments

#### 1. Proposal narrative

Applicants who wish to have their proposal considered must follow the outline below and respond to all points.

- a. Title. Project title
- b. Community. Name of community in which the project will take place (e.g., northwest Florida, Johnson City)
- c. Funds requested. Total amount of NCMM project funds requested (maximum \$75,000)
- d. Lead organization. The official legal name, address, and telephone number of the organization that is submitting the application and would be contracting with the Community Transportation Association of America on behalf of the NCMM.
- e. Person submitting the application. Name of the person legally authorized to submit the application, answer questions about the application, and negotiate for and contractually bind the organization. Include address, phone, and email.
- f. Letter of commitment from the Executive Director/CEO of the applicant organization. The letter should state the agency head's opinion regarding the project's value to the organization's overall mission and a commitment to continue to support the implementation project if it is funded. (Note: Applicants that are unable to obtain a letter from the CEO/Executive Director should obtain a letter of support reflecting the organization's hierarchy and explain why the attached letter shows agency commitment.)
- g. Community description (150 words or less). Brief description of the service area that will constitute the "community" for the project, including the geographic characteristics of the area, such as urban, rural, suburban, tribal, and frontier. *Note:* "Community" may include, but not be limited to, a formal or informally defined region, tribal nation, multi-county region, single county, city/town, neighborhood, or corridor. Note that the chosen community should present a manageable scope for the project; for very large geographic areas, this may be more difficult.
- h. Project description. (500 words or less). An executive summary of the project that reflects the key elements of the business or similar plan.
- i. Target population and Limited Launch population. (150 words or less). A description of the full target population and limited launch population to benefit by the community's solution. For a limited launch, applicants may choose to deliver the solution for only a subset of the target population for the purposes of learning how the solution needs to be revised before a full roll out.
- j. Description of process through which the solution was developed (500 words or less). This should address who was involved in the process and the major steps in the

process, including how customer qualitative data were gathered and how the key assumptions in the solution were tested.

- k. Partner information. Please list project lead[s] first and designate them as such. For the lead and each partner organization, please include the following information:
  - 1) Name of primary contact
  - 2) Title and organization
  - 3) City/State
  - 4) Telephone
  - 5) Email
  - 6) Partner's role
  - 7) Commitment letter, written by the partner (i.e., no duplicated letters simply signed by partners will be accepted) explaining i) why the partner wants to participate in the project; ii) what its role will be in the project; and iii) what outcomes are most important to that partner organization.
  
- l. Consultants. If consultants will be used to perform any of the work to be undertaken in the proposed project, the individual consultant and/or consultant firm should be identified in the grant application and the reason(s) for using a consultant should be specified, including the specific functions the consultant will perform. If the consultant has not yet been selected, then a plan for selecting a consultant within the first two months of the grant period is required, including assurances that the process will not delay grant activities.
  
- m. Performance metrics. The team should provide baseline data that demonstrate the scope of the problem as it relates to the target population's access to health services. It should also describe the team's expected outcomes from the implementation of the solution and a general description of how it proposes to measure those outcomes. Once its application has been accepted, NCMM staff will work with the team to craft detailed performance metrics for the limited as well as the full launch of the solution. Metrics will look at what the team is learning about customer adoption, operational feasibility, and financial viability of the solution.

## **2. Budget and Narrative**

- a. Grant budget form. An overall project budget should be provided that gives, at a minimum, the breakdown of proposed expenses. Each budget item proposed must be described in an accompanying budget narrative. All applicants must use the format in the chart below. (Note: not all applicants will have expenses in each line item; simply enter a zero in items that will not be used.) All contracts entered into as a result of this solicitation will be required to comply with all standard federal accounting requirements.

Item	Grant Funds	In-kind Funds (optional)	Total Project Funds
1. Direct labor salaries or wages			
2. Fringe benefits			
3. Travel			
4. Consultant services			
5. Meeting costs			
6. Direct costs related to the limited launch (give detailed listing, including vehicles, software, contracted services, etc.)			
7. Other direct costs (give detailed listing)			
8. Indirect costs			
9. Miscellaneous (specify)			
10. TOTAL GRANT BUDGET (requested funds not to exceed \$75,000)			

b. Grant budget narrative. Provide justification for each of the budget categories above.

Please note the following:

- Indirect costs. Please provide documentation regarding the indirect rate.
- If in-kind support will be provided by the applicant organization (e.g., supplementing project staff salaries) and/or key partners, please provide broad details on this type of support. In-kind support may include providing staff support, free meeting space, meeting refreshments, postage, etc. In-kind support is encouraged but not required.

### 3. Required Attachments

- Transmittal and commitment letter from lead agency
- Commitment letters from all partners essential to the project
- Business plan or similar plan that outlines the business model for the project