



REQUEST FOR PROPOSALS

Curriculum Designer to Develop Training Program for New Local Health Officials

National Association of County and City Health Officials (NACCHO)

January 18, 2023

Summary Information

- **Project Title:** Curriculum Designer for Training Program for New Local Health Officials
- **Deadline for submissions:** Monday, February 20, 2023, 11:59 p.m. EST
- **Source of Funding:** Centers for Disease Control and Prevention
- **NOA Award No.:** NU38OT000306
- **Maximum Funding Amount:** \$100,000
- **Point of contact for questions:** Deya Greer, dgreer@naccho.org
- Special conditions of this award: See [NACCHO Standard Contract](#)

Application process Timeline

Event	Date/Time
RFP Posted and Open for Submissions	January 30, 2023
Proposal Submission Deadline	February 17, 2023, 11:59 p.m. EST
Award Notification Date	February 27, 2023
Anticipated Contract Start Date	March 1, 2023
Anticipated Contract End Date	July 31, 2023

Purpose

The National Association of County and City health Officials (NACCHO) is seeking a qualified consultant to develop a new training curriculum that NACCHO will use to provide new local health officials (LHOs) (defined as having served less than 2 years in their position) with the knowledge, skills, abilities, tools, and networks to successfully lead progressive and innovative health departments. The consultant will work closely with NACCHO staff, the New LHO Advisory Committee, and the consultants who led the needs assessment and are developing the evaluation strategy to develop a 12-month training curriculum that aligns with CDC and NACCHO training standards. Consultants should have experience developing cohort-based, multi-modality, blended virtual and in person, learning curricula that spans an extended time

period. The consultant will also be responsible for developing a training and engagement plan for experienced local health officers that will serve as coaches for the program. The curricula should meet the needs of adult learners who are concurrently leading their health department. Familiarity with the functioning of local health departments, the unique role of local health officers, the complex political and social landscape of public health, and the existing frameworks that guide leaders in today's public health environment, the function of local health officials in their community and governmental structures is required.

Overview

NACCHO is the voice of close to 3,000 local health departments (LHDs) across the country. NACCHO provides resources to help LHD leaders develop public health policies and programs to ensure that communities have access to the vital programs and services people need to keep them protected from disease and disaster. Additionally, NACCHO advocates on behalf of LHDs with federal policymakers for adequate resources, appropriate public health legislation, and sensible policies to address the myriad of public health challenges facing communities.

In late 2021, NACCHO began the process of designing a new training program, based on our historically successful Survive and Thrive program, to support and train new local health officials (LHOs). During 2021-2022, NACCHO has been working with a research team at the University of Minnesota (UMN) to identify the training needs and educational preferences of local health officials. Using results gathered from this work, NACCHO has engaged the New LHO Advisory Committee to develop training program goals and core curriculum domains.

With support from the Centers for Disease Control and Prevention, NACCHO will award up to \$100,000 total for a consultant, or consulting firm, to collaborate with NACCHO, UMN, and the New LHO Advisory Committee to develop a new training program curriculum that incorporates the work that has already been completed. Proposals will be accepted until **Monday, February 20, 2023, 11:59 p.m. EST**. Selections will be made by February 27, 2023, and the project period will run from the date of contract execution (estimated March 10, 2023) through July 31, 2023. All necessary information regarding the project and application process may be found in this request for proposals (RFP). Applicants may pose individual questions to NACCHO at any point during the application process by emailing Deya Greer, dgreer@naccho.org

Project Background

From 2008-2012 the National Association of County and City Health Officials (NACCHO) delivered a training program for new local health officials (LHOs) called Survive and Thrive. Survive and Thrive provided new LHOs (health department leaders with two or fewer years of experience) and aspiring LHOs with the knowledge and skills needed to be successful in their position.¹ Though the program ended, the need remained: public health workforce levels have

been declining for decades, exacerbated by the aftermath of the Great Recession² and COVID-19,³ and 20% of the overall workforce are planning to retire within the next five years,⁴ creating a potential progressive loss of experienced local public health practitioners.

A similar program in today's public health environment would look different than it did in 2008. Based on program evaluations, Survive and Thrive was successful in training new LHOs, but the needed knowledge and skills for new LHOs has changed since the program ended and have been shaped by the COVID-19 pandemic. Thus, in considering whether and how to restart the program, a formative evaluation is critical to identify how to best implement it within the context of stakeholders – in this case, the new LHOs and those who work with them.⁵ Therefore, NACCHO and the Center for Public Health Systems (CPHS) at the University of Minnesota partnered to conduct an exploratory mixed-methods study⁶ for the purpose of 1) assessing which content areas and learning formats are the most effective in developing the skills needed by new LHOs to succeed in their new roles and 2) assessing the feasibility and desirability of a program for new LHOs that builds the skills they need to succeed in their new roles.

In October 2022, NACCHO engaged a 20 person Advisory Committee made up of new and experienced local health officials to work closely with NACCHO in the development of the new curriculum for the New Local Health Official Training Program, informed by the results of the needs assessment. To date, NACCHO has developed a vision for the program, overarching program goals, and four content domains that include specific content to be included in the curriculum.

The New Local Health Official Training Program will launch the yearlong pilot cohort with a full day training in July 2024 at NACCHO's annual conference.

Eligibility and Contract Terms

Selected applicants will enter into an agreement with NACCHO using [NACCHO's Standard Contract](#) (terms and conditions). Agreement with a majority of NACCHO standard contract terms and conditions is a requirement and as part of the application, the contractor will be asked to verify NACCHO's standard contract language has been reviewed and to confirm agreement with the terms and conditions.

Should your organization need to propose any changes to the terms and conditions, please inform us immediately. However, NACCHO reserves the right to accept or decline such changes. Agreeing to NACCHO's Resolution of Disputes and Governing Law is expected. Limited modifications to the terms or contract language may be accommodated. Significant changes, which could affect the agreement's timely execution, may impact your selection as a successful

applicant. **Contractors that cannot agree to majority of NACCHO’s contract language should not apply for this initiative.**

If you are an applicant from Florida, please contact NACCHO immediately for a copy of the Florida standard contract.

Project Goals & Technical Requirements

Goal

The purpose of this project is to develop a yearlong, cohort-based training program to prepare new local health officials to successfully lead their health departments and act as change agents in the field of public health.

Activities

The consultant will engage in the following activities to meet the needs of this contract:

- Schedule and facilitate regular check-ins with NACCHO staff to provide progress updates, ask questions, and share suggestions;
- Engage the New LHO Advisory Committee in the development of the curriculum and prepare interactive activities for the committee meetings to draw upon the knowledge of the field in developing the curriculum;
- Work collaboratively with UMN on the evaluation strategy as the curriculum develops;
- Review all Survive and Thrive materials and products developed to date by NACCHO and UMN related to the development of the New Local Health Official Training Program to gain a deep understanding of the intent, purpose, content, and structure of the program;
- Participate in meetings with UMN and the New LHO Advisory Committee Meetings (led by NACCHO) to gather information and feedback on the curriculum;
- Develop all deliverables outlined in Technical Requirements below; and
- Submit at least three drafts and one final, approved version of each deliverable and incorporate additional revisions after NACCHO pilot tests the materials.

Note: Graphic design is not expected for the deliverables.

Technical Requirements

Required Deliverables

The following deliverables are required and should prepare NACCHO to engage in finalizing the curriculum by July 2024:

1. Finalized Curriculum which includes:
 - a. Curriculum Goals
 - b. Outline of content sequencing, delivery methodology, and participant materials

- based on the content domains and areas developed with the Advisory Committee using the UMN learning needs assessment
- c. 12 monthly units outlines with learning objectives, key asynchronous and synchronous learning experiences, participant resources, and support materials
 - d. Suggested requirements and qualifications for program teachers/facilitators
2. Curriculum Guidebook that includes the process for implementing the curriculum.
 3. Coaching Plan that includes:
 - a. Rubric for selecting coaches
 - b. Role of coaches
 - c. Time commitment for coaches
 - d. Required training for coaches
 - e. Coaching schedule to support fellows throughout the program including coach-fellow touchpoints
 - f. Coaching activities to support fellows in their learning journey and developing their leadership style

Period of Performance

The project period is anticipated to be approximately 5 months: March 2023 through July 2023. Please note that there may be an opportunity to extend the period of performance upon approval of a no cost extension from CDC. Details around this will be discussed with the selected applicant. Please reach out to Deya Greer, dgreer@naccho.org, with any questions or concerns about the timeline.

Required Training Standards and Expectations

The training curriculum should meet the following standards and expectations:

- Incorporate principles of adult learning, including self-directed learning, applications to real-life experiences, and practice opportunities
- Align with [CDC Training Quality Standards](#) to develop a quality training that results in learning
- Meet the needs of new local health officials in learning style, content, and experience

Scope of Work

The following table outlines the tasks expected of the selected contractor.

Activity	Milestones	Deliverable	Est. Timeline	Payment Schedule
Maintain consistent	Schedule and facilitate bi-weekly meetings	Meeting notes	March 2023 – July 2023	May 1, 2023 Invoice 1 due upon attendance at all

communication with NACCHO staff				scheduled check-in calls to date and submission of outline of curriculum content, sequences, and learning experiences, inclusive of NACCHO feedback
Review background information and materials	Review Needs Assessment Final Report, Survive and Thrive Curriculum Guide, and curriculum materials developed to date; complete kick-off call	Kick off call PPT and agenda	March 1, 2023	(20% of total award)
Develop detailed outline of training curriculum content, sequencing, and learning experiences	Submit Draft 1 outline to NACCHO	Curriculum outline	April 21, 2023	
	Submit final outline to NACCHO	Final outline	April 28, 2023	
Deliver full curriculum, inclusive of curriculum guide and support materials	Submit Draft 1 of all materials to NACCHO	Draft curriculum materials Draft curriculum guidebook	May 22, 2023	July 24, 2023 Invoice 2 due upon submission of finalized curriculum, curriculum guide, and support materials
	Submit final materials to NACCHO	Final curriculum package and curriculum guidebook	July 21, 2023	(60% of total award)
Develop coaching plan	<i>Submit draft coaching plan</i>	Draft coaching plan	May 26, 2023	June 19, 2023 Invoice 3 due upon submission of final materials, inclusive of NACCHO feedback
	Submit final coaching plan	Final coaching plan	June 16, 2023	(20% of total award)

Method of Payment

NACCHO will pay the selected contractor in three installments, upon receipt of deliverables per the payment schedule identified in the Scope of Work above. Please note that NACCHO reserves the right to make changes to the project timeline and payment schedule if necessary.

NACCHO Support

NACCHO staff will serve as a resource to the contractor to ensure adequate completion of the Scope of Work and achievement of project goals by fulfilling the following responsibilities:

- Provide background information and resources related to the project, including:
 - A virtual meeting in March 2023 to provide an overview and history of the New Local Health Official Program curriculum development, project goals, and deliverables
 - Provide access to the New LHO Training Program Advisory Committee
 - Provide access to UMN staff engaged on the project
 - Access to all Survive and Thrive and New Local Health Official Training Program materials
 - Access to NACCHO reports, data, and other necessary resources
- Deliver regular and timely feedback
 - Attend all scheduled meetings to provide additional information and feedback
 - Provide feedback on deliverables within one week of submission
- Provide and clarify technical requirements
 - Clarify which content is to be included in the training curriculum
 - Offer content expertise on New Local Health Official Training Program key concepts

Proposal Response Format

To be considered for this project, proposals must be no longer than 10 pages, single-spaced, with 11-point font type, and 1” margins. The proposal must include the following:

- A. Organization background:** Describe your organization, agency, or company and explain why it qualifies to be responsive to the requirements of this RFP.
- B. Qualifications & Experience:** Identify key staff responsible for completing proposed work and provide sufficient detail to demonstrate knowledge, skills, and abilities to perform the functions outlined in this RFP. Describe your organizational and staff qualifications, and your collective experience and expertise related to the following concepts, as applicable:
 - Experience developing engaging, learner centered, extended length, multi-modality training program curricula that meet principles of adult learning (**required**)
 - Familiarity with concepts related to the core function of local health departments and the role of the local health official (**required**)
 - Familiarity with the work of public health departments (**required**)
 - Experience working with, training, or developing training materials to be used with public health department leaders (**required**)

- Familiarity with major public health frameworks impacting operating a local health department (e.g., Community Health Strategist, 10 Essential Public Health Services, Foundational Capabilities of Local Health Departments, PHAB Accreditation standards and measures) (**required**)
- Experience developing guidance for coaches to support the development of coaches

C. Methodology: Describe, in detail, your proposed methodology to develop a training curriculum and coaching plan in collaboration with NACCHO that meets all project requirements, including the content and standards outlined in the Technical Requirements above.

D. Budget proposal – Using this [budget template](#), provide a detailed, line-item budget, not to exceed \$100,000, that clearly outlines:

- The \$ amount, % of total budget, and a narrative cost justification for each line item
- Personnel (number of staff, percent effort to the project and salary wages or hourly fees)
- Funds to be provided to other consultants/firms working on the project, if applicable
- Other costs associated with the project

The following items are NOT allowable expenses:

- Alcoholic Beverages
- Bad Debts
- Contributions and donations
- Entertainment Costs
- Fines and penalties
- Goods and services for personal use
- Lobbying
- Losses on other awards

E. Project deliverables & Timeline: Provide a realistic work plan that includes Deliverables and Milestones outlined in the Scope of Work above as well as additional intermediate steps to achieve project requirements.

F. Attachments: Please include all of the following attachments with your application:

- Contract forms:** Complete the following hyperlinked forms and submit with application. This information will only be used if the submitting agency is selected and engages in a contract with NACCHO:
 - [Vendor information form](#)
 - [Certificate of Non-debarment](#)
 - [W-9](#)
 - Proof of active DUNS number and active registration with SAM.gov

- b. Resumes/Curricula Vitae (CVs):** Provide resumes/CVs for each staff member responsible for project implementation, project management, or other positions identified in the requirements of this RFP.
- c. Examples of previous work:** Provide at least two examples of previous work that demonstrate the capability to produce the work outlined in the Scope of Work.
- d. References:** Provide three references for which you have performed similar work to the requirements of this RFP.

Selection Criteria

An evaluation team composed of representatives from NACCHO's Public Health Infrastructure and Systems team will use the criteria listed below to evaluate proposals for the purpose of ranking them in relative position based on how fully each proposal meets the requirements of this RFP:

- **Understanding of project purpose and goals (15 pts):** Applicant demonstrates a clear understanding of the project goals and deliverables.
- **Relevant expertise (30 pts):** Applicant has clearly documented evidence of their (and that of the proposed project staff) subject matter expertise and experience in the proposed content area.
 - Experience developing engaging, learner centered, extended length, multi-modality training program curricula that meet principles of adult learning **(required)**
 - Familiarity with concepts related to the core function of local health departments and the role of the local health official **(required)**
 - Familiarity with the work of public health departments **(required)**
 - Experience working with, training, or developing training materials to be used with public health department leaders **(required)**
 - Familiarity with major public health frameworks impacting operating a local health department (e.g., Community Health Strategist, 10 Essential Public Health Services, Foundational Capabilities of Local Health Departments, PHAB Accreditation standards and measures) **(required)**
 - Experience developing guidance for coaches to support the development of coachees
- **Operational plan: (30 pts):** The proposal includes a clear, feasible, appropriate, detailed, and rigorous methodology and plan to effectively meet the goals and deliverables of the project.
- **Project timeline (15 pts):** The proposal includes a detailed and realistic timeline for the project period, with all deliverables completed by the dates referenced.

- **Budget (10 pts):** The proposal includes a detailed, line-item budget justifying the proposed expenses and the expenses are appropriate for the purposes of the deliverables.

Submission Instructions

Final response to this RFP should be submitted by **Monday, February 20, 2023, 11:59 p.m. EST** to Deya Greer at dgreer@naccho.org. The submission package should include a pdf of the proposal as well as the attachments noted above. Please use the subject line: **New LHO Training Program Curriculum Proposal** Responses submitted after this deadline will not be considered.

Attachments

- I. [NACCHO's Standard Contract](#)
- II. [Budget template](#)
- III. [Vendor Information Form](#)