



REQUEST FOR PROPOSALS

Content Developer_Organizational Development

National Association of County and City Health Officials (NACCHO)

February 26, 2024

Summary Information

- **Project Title:** Content Developer for Training Program for New Local Health Officials
- **Deadline for submissions:** Friday, March 15, 2024, 11:59 p.m. ET
- **Source of Funding:** Centers for Disease Control and Prevention
- **NOA Award No.:** NU38OT000306
- **Maximum Funding Amount:** \$20,000
- **Point of contact for questions:** Ashley Edmiston, aedmiston@naccho.org
- Special conditions of this award: See [NACCHO Standard Contract](#)

Application process Timeline

Event	Date/Time
RFP Posted and Open for Submissions	February 26, 2024
Proposal Submission Deadline	March 15, 2024
Award Notification Date	March 22, 2024
Anticipated Contract Start Date	March 25, 2024
Anticipated Contract End Date	June 30, 2024

Purpose

The National Association of County and City health Officials (NACCHO) is seeking a qualified consultant to develop supplemental content for a 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 to provide subject matter expertise in strategic organizational and workforce development to review, edit, and create engaging content for one unit out of a four unit, 12-month training curriculum that aligns with CDC and NACCHO training standards. Consultants should have experience with cohort-based, multi-modality, blended virtual and in person, and learning curricula that spans an extended time period. The content 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 3,300 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.

With support from the Centers for Disease Control and Prevention, NACCHO will award up to \$20,000 total for a consultant, or consulting firm, to collaborate with NACCHO to develop and streamline content for Unit 2: Building and Leading a Strategic Health Department in the 12 month curriculum. Proposals will be accepted until **Friday, March 15, 2024, 11:59 p.m. ET**. Selections will be made by Friday, March 22, 2024, and the project period will run from the date of contract execution (estimated March 25, 2024) through June 30, 2024. 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 Ashley Edmiston, aedmiston@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.

NACCHO engaged with a designer to create a four-unit, 12-month curriculum, including teaching materials, a participant guide, a coaching guide, an administrators' guide, and a participant roadmap. The purpose of this contract is to build upon the existing work by creating additional content that extends upon into the organizational principles and experiential opportunities for Unit 2.

The current units of the curriculum are:

1. Unit 1: Personal Leadership Skills and Styles
2. Unit 2: Building and Leading a Strategic Health Department
3. Unit 3: Navigating the Political Landscape
4. Unit 4: Identifying and Managing Resources for an Innovative and Resilient Health Department

Unit 2 includes topics such as organizational transformation, workforce planning, workplace culture, and quality improvement. Consultants should demonstrate deep expertise in these areas as well as experience in training to these concepts, particularly to health department leaders. The selected consultant may also propose new concepts, based on their own experience and expertise in these areas and upon reviewing curriculum materials and assessment reports.

Please note that there are separate RFPs open for each unit. A consultant may apply for more than one unit. Instructions for submitting a combined narrative are below.

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 review, update, and develop Unit 2: Building and Leading a Strategic Health Department content to support new local health officials in understanding their health department’s current climate and culture and developing a vision and strategy for implementing changes to maximize organizational efficiencies and functions.

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 discuss approach, provide progress updates, ask questions, and share recommendations.
- Review existing curriculum materials.
- Review historical materials and products developed to date by NACCHO 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;
- Develop all deliverables outlined in Technical Requirements below; and
- Submit at least 2 draft and one final version of all deliverables.

Note: Graphic design is not expected for the deliverables. NACCHO is currently working with a graphic designer who will format all materials. NACCHO will work with both consultants to align timelines.

Technical Requirements

Required Deliverables

The following deliverables are required:

1. Curriculum content
 - a. Updated unit and module outlines that detail goals, learning objectives, modality, and activities
 - b. Materials that reflect both new and updated content.
2. Administrators Guide
 - a. Updates to Unit 2 that reflect content changes
3. Participant Guide
 - a. Updates to Unit 2 that reflect content changes

4. Coaches Guide
 - a. Updates to Unit 2 that reflect content changes

Period of Performance

The project period is anticipated to be approximately 3 months: March 2024 through June 2024. Please note that the project period for the funding for this project closes on June 30, 2024. If additional time is needed beyond June 2024, it may be possible to extend by one month, but it will not be possible to extend further. Only consultants who can reasonably complete the work during this time should apply. Please reach out to Ashley Edmiston, aedmiston@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 regular check-in meetings	Kick off meeting agenda	March 2024	Invoice 1: \$5,000 or 25% of total award

communication with NACCHO staff				
Develop detailed outlines of unit content curriculum content, sequencing, and learning experiences	Submit Draft 1 outline to NACCHO	Unit 1 content outline	April 26, 2024	Invoice 2: \$5,000 or 25% of total award
Deliver updated Unit 2 content: Learning materials (ie, powerpoints, handouts), administrators guide, participant guide, coaching guide	Submit final materials to NACCHO	Final unit content	June 30, 2024	Invoice 3: \$10,000 or 50% 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 2024 to provide an overview and history of the New Local Health Official Program curriculum development, project goals, and deliverables
 - 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 8 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:
 - Expertise in organizational development concepts related to agency transformation, planning, and change management, particularly with health departments (**required**)
 - 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)**

C. Methodology: Describe, in detail, your proposed methodology to review, revise, and develop Unit 2: Building and Leading a Strategic Health Department of the New Local Health Official training curriculum in collaboration with NACCHO that meets all project requirements, including the content and standards outlined in the Technical Requirements above.

D. Multiple Unit Proposals – If submitting a proposal for more than one unit, please submit one narrative that details qualifications and experience for each area of expertise required by each unit. Required elements of the proposal that are the same across RFPs do not need to be repeated, but it must be clear how you are able to address each of the concepts noted above within each area of unit expertise. For the methodology section, the overall approach and timeline can be the same, but you must show how you are looking at each unit separately. For each RFP Unit to be added to the narrative, you may add up to 3 additional pages in order to fully demonstrate expertise and experience in each area. For example, if you would like to apply for 3 units, your narrative may be up to 14 pages. Please note that each unit will still be scored separately and you may be awarded a portion of the units you proposed. For this reason, it is essential that each topic is clearly defined so that reviewers may judge them accordingly.

E. Budget proposal – Using this [budget template](#), provide a detailed, line-item budget, not to exceed \$20,000, 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:

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

- Losses on other awards

F. 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.

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

a. **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:

- i. [Budget](#) and [Budget Narrative](#)
- ii. [Vendor information form](#)
- iii. [Certificate of Non-debarment](#)
- iv. [W-9](#)
- v. 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 (10 pts):** Applicant demonstrates a clear understanding of the project goals and deliverables.
- **Relevant expertise (55 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.
 - Expertise in organizational development concepts related to agency transformation, planning, and change management, particularly with health departments (**required – 25 pts**)
 - Experience developing engaging, learner centered, extended length, multi-modality training program curricula that meet principles of adult learning (**required – 10 pts**)
 - Familiarity with concepts related to the core function of local health departments and the role of the local health official (**required – 5 pts**)
 - Familiarity with the work of public health departments (**required – 5 pts**)
 - Experience working with, training, or developing training materials to be used with public health department leaders (**required- 5 pts**)
 - 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- 5 pts**)
- **Operational plan: (20 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 (10 pts):** The proposal includes a detailed and realistic timeline for the

project period, with all deliverables completed by the dates referenced.

- **Budget (5 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 **Friday, March 15, 2024 11:59 p.m. ET** to **Ashley Edmiston** at aedmiston@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](#)