



**REQUEST FOR PROPOSALS**  
**Evaluation Consultant: Resilience Catalysts in Public Health**

**Applications are due at 5:00 pm EDT on October 24, 2022.** Applications must be submitted electronically by this deadline.

Sections of the Request for Proposals (RFP) can be navigated using the list found below.

- I. [Overview](#)
- II. [Eligibility and Contract Terms](#)
- III. [Proposal](#)
- IV. [Appendix A: Contractor Agreement](#)

## **Overview**

### **Purpose**

The National Association of County and City Health Officials (NACCHO) is seeking a consultant to provide evaluation expertise for *Resilience Catalysts in Public Health (RC)*. This initiative is supported by the Center for Community Resilience at The George Washington University (CCR), the National Association of City and County Health Officials (NACCHO), the Centers for Disease Control and Prevention (CDC), and the American Public Health Association (APHA).

### **Background**

NACCHO is a membership association representing the nearly 3,000 local health departments (LHDs) across the United States. NACCHO's vision is health, equity, and security for all people in their communities through public health policies and services. NACCHO's mission is to improve the health of communities by strengthening and advocating for LHDs. Since its inception, NACCHO has sought to improve the public's health while adhering to a set of core values: equity, excellence, participation, respect, integrity, leadership, science & innovation. For more information on NACCHO, please visit [www.naccho.org](http://www.naccho.org).

RC is a national collaborative and network of 12 LHDs seeking to eliminate adversity, build resilience, and foster equity through policy, practice, and program change. LHDs use the novel Community Resilience (CR) framework developed by Dr. Wendy Ellis as a Public Health 3.0 strategy. Community resilience is not simply a reflection of individual durability, but also reflects how well a community provides access to supports that buffer individuals in times of adversity—the ability to “bounce back.” [Community resilience is often defined as](#) the sustained ability of community systems to prepare for, withstand, and recover from acute shocks. We recognize the importance of the former but also the need to address and prevent the effects of chronic adversity brought on by structural racism. Using this framework, health departments are building capacity to foster a community's ability to cope, strive, and be supported through equitable access to buffers that address and relieve the downstream effects of structural racism. The CR framework connects wellness to a local context focusing on place-based and systems-driven community and population health outcomes. It demonstrates that housing, public schools, and law enforcement and criminal justice all play a role in driving outcomes at the community level.

Through technical assistance (TA) provided by the RC team, LHDs convene partners from multiple sectors to systematically identify, measure, and address the downstream effects of structural racism and the inequities that contribute to adverse childhood experiences and adverse community environments (i.e., the Pair of ACEs). In the RC process, LHDs and their community partners develop a theory of change and logic model for how they plan to implement the CR framework. Then, CCR researchers build a systems dynamic model for each community that maps relationships among multi-sector variables and identifies policy, practice change, and programming opportunities.

## **Eligibility and Contract Terms**

### **Period of Performance**

The period of performance will begin upon execution of the contract through July 31, 2023. All deliverables must be completed by the end of the project period.

NACCHO will award up to a total of \$175,000 to the Evaluation consultant. This will be a fixed-price, deliverables-based consultant contract. There will be an additional \$2,800 available for travel for two persons to attend a convening of sites (location and date are TBD).

Agreement with NACCHO standard contract terms and conditions is a requirement (Appendix A). No modifications to the terms or contract language will be made. Applicants that cannot agree to NACCHO's contract language should not apply for this opportunity.

RFP Release Date	October 6, 2022
Proposal Due Date	October 24, 2022, by 5:00 P.M. EST
Finalist Interviews	October 31 – November 3, 2022
Final Candidate Selected	November 4, 2022
Preferred Contract Start Date	November 18, 2022
Preferred Contract Completion Date	July 31, 2023

### **Scope of Work**

The consultant will design and implement an evaluation; submit a formal, written evaluation report; facilitate application of evaluation findings and lessons learned; and co-draft a peer-reviewed manuscript. The evaluation should include both a process and (to the extent possible) short-to-longer term outcome evaluation, and the consultant will work with CCR, NACCHO, and CDC to refine these evaluation goals:

- 1) Identify how each participating community's unique local context (e.g., demographic makeup, partners involved, community assets, political/social environment) impacts implementation of the CR framework, including the identification of scalable models and strategies/processes that are common or unique to achieve the same outcomes;
- 2) Identify the essential elements of the RC process and TA, as well as the strengths and improvement opportunities for how those elements support the Chief Health Strategist role;
- 3) Assess participating LHDs' capacity to sustain their work and continue addressing the root causes of adversity and inequity after the project period;
- 4) Assess how the RC process and TA achieves its intended outcomes of improved capacity to examine the downstream effects of structural racism, foster equity, and build community resilience, as well as (to the extent possible) other organization, community, and systems level changes; and,
- 5) Assess how well the RC process and TA balances local needs and the spirit of continuous improvement with a scalable process.

## **Deliverables**

While the applicant should propose their own approach to this evaluation, the consultant will work with CCR, NACCHO, and CDC staff to acquire necessary background information on RC. The evaluator will develop and implement all methodology associated with the evaluation, including developing data collection instruments and collecting, analyzing, and synthesizing data. The final evaluation plan, report, and supplementary evaluation products are subject to 1-2 rounds of review by CCR, NACCHO, and CDC. It is suggested to allow at least three weeks for the review and revisions.

The following outlines the deliverables to be produced by the consultant; however, a finalized scope of work will be agreed upon post consultant selection:

- 1) **Lead virtual project meetings.** Lead meetings with CCR, NACCHO, and CDC staff, as well as other key stakeholders (e.g., LHDs, LHD partners, community members), to ensure a collaborative process to solicit input on the evaluation design and products. This will involve fleshing out the final evaluation questions, identifying the most relevant indicators and methods for conducting a process and outcome evaluation, and informing the design of the resulting evaluation report.
- 2) **Maintain regular communications with project staff.** Coordinate, set-up, and participate in regularly scheduled check-ins with CCR, NACCHO, and CDC staff to ensure collaboration and progress, as appropriate. A progress report should be submitted with each invoice. Consultants can use NACCHO's conference line, but will be responsible for coordinating and setting-up check-ins.
- 3) **Develop evaluation plan within agreed timelines.** The evaluation plan should outline the framework for a process and (wherever feasible) a short-to-longer term outcome evaluation, including a refined logic model, evaluation questions, evaluation design, data collection and analysis methods, study participants, and detailed work plan for implementation.
- 4) **Develop evaluation instruments.** Per the evaluation plan, develop evaluation instruments (e.g., surveys, key informant interview/focus group guides) incorporating feedback from CCR, NACCHO, and CDC.
- 5) **Conduct evaluation activities.** Implement the evaluation including data collection and analysis, per methods outlined in the evaluation plan. This may include attendance at one convening of participating LHDs (location and date are TBD).
- 6) **Prepare and facilitate learning memos.** Regular progress reports provided to the project team throughout implementation to share evaluation data to-date and provide direction that is realistic and practical for program management and quality improvement.
- 7) **Write final evaluation report.** The final report should include an executive summary, background/project description, methodology, results and findings, implications, and recommendations. One to two rounds of review/revisions by CCR, NACCHO, and CDC must be incorporated into the final report.
- 8) **Facilitate a virtual sense-making workshop with project staff.** Lead a meeting with CCR, NACCHO, and CDC staff, as well as other key stakeholders, to support interpretation and use of evaluation findings in the future direction of RC.
- 9) **Co-draft a manuscript for submission to a peer-reviewed journal.** This manuscript will detail the findings of the evaluation and be co-authored with CCR, NACCHO, and CDC. It only needs to be in draft form by the end of the project period.

There may be the potential for a continued relationship beyond July 2023 to, for example, develop additional supplementary materials in support of disseminating evaluation findings.

### **Content Area Expertise**

Through this RFP, NACCHO is seeking consultants with proven experience in multi-site program evaluation using community-based/participatory approaches and a health equity lens. In addition, the consultant should:

- Have broad content knowledge related to local public health, community resilience, and Public Health 3.0;
- Demonstrate previous work experience in value-based evaluation from the perspective of the community addressing inequities and structural racism; and,
- Be able to understand the adaptability of processes based on context in order to translate and scale results for a general audience.

We encourage minority-owned and/or woman-owned business enterprises to apply.

### **Proposal**

To be considered for this project, proposals must be in pdf format and include the following:

- A. **Project narrative** (not to exceed 4 pages) that includes:
  - A detailed description of the proposed methodology to meet each of the deliverables listed above, including a description of any conceptual framework/theory/model that informs the methodology.
  - A description of the consultant's knowledge and expertise with evaluation and local health department and/or health center practice, including inclusion of or links to similar projects/products;
  - The name of the primary staff and other significant contributors, including qualifications (resume or CV) and role. (Resume/CV not included in page limit).
- B. **Line-Item budget and narrative**, not to exceed \$175,000, that clearly outlines:
  - Personnel (number of staff, percent effort to the program and salary wages or hourly fees). Hourly wages cannot exceed the federal salary cap for 2022.
  - Funds to be provided to other consultants/firms working on the program, if applicable.
  - Funds may not be used to purchase equipment, pay for food and beverages, or support lobbying of any kind.
- C. **Project deliverables and timeline:**
  - A realistic work plan and timeline that includes expected deliverables to be completed over a 7-month project period (approx. November 2022 – July 2023).
- D. **Attachments** (not included in page count)
  - Required: Complete and submit the [Budget](#) and [Budget Narrative](#) templates
  - Required: Complete and submit the [Vendor Information Form](#)
  - Required: Complete and submit the [Certification of Non-Debarment](#)
  - Required: Submit a [W-9](#)
  - Required: Complete and submit the [FFATA data collection form](#) (*This form will be required for all contracts over \$25,000, but if you are not able to complete the*

*form in time for the application deadline, this form can be submitted up to three weeks after the application deadline.)*

- Optional: Letters of support, partnership agreements

If awarded, the organization must be registered with SAM.gov and will provide proof of completion by sharing a DUNS number.

### **Selection Criteria and Scoring:**

Each proposal will be reviewed and rated on the following elements:

- A. Understanding of Program Purpose and Goals (20 points):** Applicant has a clear understanding of the program goals and deliverables.
- B. Relevant Personnel Experience (25 points):** Applicant has clearly documented evidence of their (and that of the proposed program staff) subject matter expertise and experience in the proposed content areas (see the section Desired Skills, Qualities and Attributes).
- C. Proposed Approach (45 points):** The proposal includes a clear, feasible, and appropriate plan to effectively meet the goals and deliverables of the program. The proposal includes a reasonable timeline with all deliverables completed within the program period.
- D. Budget (10 points):** The proposal includes a detailed, line-item budget justifying the proposed expenses, and the expenses are appropriate for the purposes of the deliverables. Any work products created by this contract will be co-owned by NACCHO, CCR, CDC, and Consultant.

Please note that submission of a proposal is a statement of acceptance of NACCHO's standard form contract (Appendix A). If any items cannot be accepted, these issues need to be resolved prior to submitting a proposal.

### **Deadline and NACCHO Staff Contact**

Questions about this RFP may be submitted to the contacts listed below. Please submit questions by Monday, October 17, 2022. We will share a Q&A document with answers to all submitted questions.

The deadline for proposal submission is October 24, 2022, by 5:00 p.m. Eastern Standard Time. Proposals should be compiled in PDF format and emailed to the contacts listed below. Interviews will be conducted with finalists during the week of October 31, 2022.

- Glenda Young-Marquez, MPH  
Sr. Program Analyst, Health Equity & Social Justice  
[gymarquez@naccho.org](mailto:gymarquez@naccho.org)
- Jordan Royster, MSc  
Specialist, Research & Evaluation  
[jroyster@naccho.org](mailto:jroyster@naccho.org)
- Chris Aldridge, DSW  
Senior Advisor, Public Health Programs  
[caldridge@naccho.org](mailto:caldridge@naccho.org)

## APPENDIX A

### CONTRACTOR AGREEMENT

This Contractor Agreement is entered into, effective as of the date of the later signature indicated below, by and between the National Association of County and City Health Officials (hereinafter referred to as “NACCHO”), with its principal place of business at 1201 (I) Eye Street NW 4th Fl., Washington, DC 20005, and [insert name of Contractor] (hereinafter referred to as “Contractor”), with its principal place of business at [insert mailing address of Contractor].

WHEREAS, NACCHO wishes to hire Contractor to provide certain goods and/or services to NACCHO;

WHEREAS, Contractor wishes to provide such goods and/or services to NACCHO;

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties, intending to be legally bound, do hereby agree as follows:

#### ARTICLE I: SPECIAL PROVISIONS

1. **PURPOSE OF AGREEMENT:** Contractor agrees to provide the goods and/or services to NACCHO to enhance the programmatic activities of \_\_\_\_ GRANT # \_\_\_\_, CFDA # \_\_\_\_, as described in Attachment I. The terms of Attachment I shall be incorporated into this Agreement as if fully set forth herein. Contractor shall act at all times in a professional manner consistent with the standards of the industry.

2. **TERM OF AGREEMENT:** The term of the Agreement shall begin on (insert date) and shall continue in effect until (insert date), unless earlier terminated in accordance with the terms herein. Expiration of the term or termination of this Agreement shall not extinguish any rights or obligations of the parties that have accrued prior thereto. The term of this Agreement may be extended by mutual agreement of the parties.

3. **PAYMENT FOR SERVICES:** In consideration for professional services to be performed, NACCHO agrees to pay Contractor an amount not to exceed \$ #####.00 (enter amount to be paid, either as a flat rate or hourly rate. You should also insert here the time schedule on which the consultant will be paid. All payments will be made within 30 days of receipt of invoice(s) from Contractor and following approval by NACCHO for approved services, as outlined on Attachment I. Three invoices must be submitted as follows:

Invoice No.	Amount	Deliverable	Due date
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Invoice I

Invoice II

Invoice III

(insert time increment). (May be “monthly” or after completion of specific activities, etc. The fewer payment invoices to process the better and the more you can pay later the better!).

NACCHO award number must be included on all invoices. Unless otherwise expressly stated in

this Agreement, all amounts specified in, and all payments to be made under, this Agreement shall be in United States Dollars. The parties agree that payment method shall be made by check, via postage-paid first class mail, at the address for the giving of notices as set forth in Section 23 of this Agreement. Any changes of payment method would require a modification signed by both parties. The final invoice must be received by NACCHO no later than 15 days after the end date of the Agreement. Contractor will be given an opportunity to revise as needed but the final revised invoice must be received no later than 30 days after the end date of the Agreement. NACCHO will not accept any invoices past 30 days of the end date of the Agreement.

## ARTICLE II: GENERAL PROVISIONS

1. **INDEPENDENT CONTRACTOR:** Contractor shall act as an independent contractor, and Contractor shall not be entitled to any benefits to which NACCHO employees may be entitled.
2. **PAYMENT OF TAXES AND OTHER LEVIES:** Contractor shall be exclusively responsible for reporting and payment of all income tax payments, unemployment insurance, worker's compensation insurance, social security obligations, and similar taxes and levies.
3. **LIABILITY:** All liability to third parties, loss, or damage as a result of claims, demands, costs, or judgments arising out of activities, such as direct service delivery, to be carried out by the Contractor in the performance of this agreement shall be the responsibility of the Contractor, and not the responsibility of NACCHO, if the liability, loss, or damage is caused by, or arises out of, the actions of failure to act on the part of the Contractor, any subcontractor, anyone directly or indirectly employed by the Contractor.

All liability to third parties, loss, or damage as result of claims, demands, costs, or judgments arising out of activities, such as the provision of policy and procedural direction, to be carried out by NACCHO in the performance of this agreement shall be the responsibility of NACCHO, and not the responsibility of the Contractor, if the liability, loss, or damage is caused by, or arises out of, the action or failure to act on the part of any NACCHO employee.

In the event that liability to third parties, loss, or damage arises as a result of activities conducted jointly by the Contractor and NACCHO in fulfillment of their responsibilities under this agreement, such liability, loss, or damage shall be borne by the Contractor and NACCHO in relation to each party's responsibilities under these joint activities.

4. **REVISIONS AND AMENDMENTS:** Any revisions or amendments to this Agreement must be made in writing and signed by both parties.
5. **ASSIGNMENT:** Without prior written consent of NACCHO, Contractor may not assign this Agreement nor delegate any duties herein.
6. **CONTINGENCY CLAUSE:** This Agreement is subject to the terms of any agreement between NACCHO and its Primary Funder and in particular may be terminated by NACCHO without penalty or further obligation if the Primary Funder terminates, suspends or materially

reduces its funding for any reason. Additionally, the payment obligations of NACCHO under this Agreement are subject to the timely fulfillment by the Primary Funder of its funding obligations to NACCHO.

7. **INTERFERING CONDITIONS:** Contractor shall promptly and fully notify NACCHO of any condition that interferes with, or threatens to interfere with, the successful carrying out of Contractor's duties and responsibilities under this Agreement, or the accomplishment of the purposes thereof. Such notice shall not relieve Contractor of said duties and responsibilities under this Agreement.

8. **OWNERSHIP OF MATERIALS:** Contractor hereby transfers and assigns to NACCHO all right, title and interest (including copyright rights) in and to all materials created or developed by Contractor pursuant to this Agreement, including, without limitation, reports, summaries, articles, pictures and art (collectively, the "Materials") (subject to any licensed third-party rights retained therein). Contractor shall inform NACCHO in writing of any third-party rights retained within the Materials and the terms of all license agreements to use any materials owned by others. Contractor understands and agrees that Contractor shall retain no rights to the Materials and shall assist NACCHO, upon reasonable request, with respect to the protection and/or registrability of the Materials. Contractor represents and warrants that, unless otherwise stated to NACCHO in writing, the Materials shall be original works and shall not infringe or violate the rights of any third party or violate any law. The obligations of this paragraph are subject to any applicable requirements of the Federal funding agency.

9. **RESOLUTION OF DISPUTES:** The parties shall use their best, good faith efforts to cooperatively resolve disputes and problems that arise in connection with this Agreement. Both parties will make a good faith effort to continue without delay to carry out their respective responsibilities under the Agreement while attempting to resolve the dispute under this section. If a dispute arises between the parties that cannot be resolved by direct negotiation, the dispute shall be submitted to a dispute board for a nonbinding determination. Members of the dispute board shall be the Director or Chief Executive Officer of the Contractor, the Chief Executive Officer of NACCHO, and the Senior Staff of NACCHO responsible for this Agreement. The costs of the dispute board shall be paid by the Contractor and NACCHO in relation to the actual costs incurred by each of the parties. The dispute board shall timely review the facts, Agreement terms and applicable law and rules, and make its determination. If such efforts fail to resolve the differences, the disputes will be submitted to arbitration in the District of Columbia before a single arbitrator in accordance with the then current rules of the American Arbitration Association. The arbitration award shall be final and binding upon the parties and judgment may be entered in any court of competent jurisdiction.

10. **TERMINATION:** Either party may terminate this Agreement upon at least fifteen (15) days prior written notice to the other party. NACCHO will pay Contractor for services rendered through the date of termination.

11. **ENTIRE AGREEMENT:** This Agreement contains all agreements, representations, and understandings of the parties regarding the subject matter hereof and supersedes and replaces any and all previous understandings, commitments, or agreements, whether oral or written, regarding

such subject matter.

12. **PARTIAL INVALIDITY:** If any part, term, or provision of this Agreement shall be held void, illegal, unenforceable, or in conflict with any law, such part, term or provision shall be restated in accordance with applicable law to best reflect the intentions of the parties and the remaining portions or provisions shall remain in full force and effect and shall not be affected.

13. **GOVERNING LAW:** This Agreement shall be governed by and construed in accordance with the laws of the District of Columbia (without regard to its conflict of law's provisions).

14. **ADDITIONAL FUNDING:** Unless prior written authorization is received from NACCHO, no additional funds will be allocated to this project for work performed beyond the scope specified or time frame cited in this Agreement.

15. **REMEDIES FOR MISTAKES:** If work that is prepared by the Contractor contains errors or misinformation, the Contractor will correct error(s) within five business days. The Contractor will not charge NACCHO for the time it takes to rectify the situation.

16. **COMPLIANCE WITH FEDERAL LAWS AND REGULATIONS:** Contractor's use of funds under this Agreement is subject to the directives of and full compliance with 2 CFR Part 200 (Uniform Administrative Requirements, Costs Principles, and Audit Requirements for Federal Awards), and 45 C.F.R. Part 75 (Uniform Administrative Requirements, Cost Principles, and Audit Requirements for HHS Awards), It is the Contractor's responsibility to understand and comply with all requirements set forth therein.

17. **EQUAL EMPLOYMENT OPPORTUNITY:** Pursuant to 2 CFR 200 Subpart D , Contractor will comply with E.O. 11246, "Equal Employment Opportunity," as amended by E.O. 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," and as supplemented by regulations at 41 C.F.R. part 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor."

18. **DEBARRED OR SUSPENDED CONTRACTORS:** Pursuant to 2 CFR 200 Subpart C, Contractor will execute no subcontract with parties listed on the General Services Administration's List of Parties Excluded from Federal Procurement or Nonprocurement Programs in accordance with E.O.s 12549 and 12689, "Debarment and Suspension."

19. **LOBBYING RESTRICTIONS AND DISCLOSURES:** Pursuant to 2 CFR 200 Subpart E, Contractor will certify to NACCHO using the required form that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Contractor will also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award.

20. COMPLIANCE WITH FEDERAL ENVIRONMENTAL REGULATIONS: Pursuant to 2 CFR 200 Subpart F , Contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401 et seq.) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251 et seq.).

21. WHISTLEBLOWER PROTECTION: Pursuant to 41 U.S.C. 4712 employees of a contractor, subcontractor, or subrecipient will not be discharged, demoted, or otherwise discriminated against as reprisal for “whistleblowing.”

22. EXECUTION AND DELIVERY: This Agreement may be executed in two or more counterparts, each of which shall be deemed an original but all of which together shall constitute one and the same Agreement. The counterparts of this Agreement and all Ancillary Documents may be executed and delivered by facsimile or electronic mail by any of the parties to any other party and the receiving party may rely on the receipt of such document so executed and delivered by facsimile or electronic mail as if the original had been received.

23. NOTICE: All notices, including invoices, required to be delivered to the other party pursuant to this Agreement shall be in writing and shall be sent via facsimile, with a copy sent via US mail, postage prepaid, to the parties at the addresses set forth below. Either party may send a notice to the other party, pursuant to this provision, to change the address to which notices shall be sent.

FOR NACCHO:

National Association of County and City  
Health Officials

Attn: \_\_\_\_\_

[Name of Program Staff]

1201 (I) Eye Street NW 4th Fl.,

Washington, DC 20005

Tel. (202) \_\_\_\_\_

Fax (202) 783-1583

Email: \_\_\_\_\_@naccho.org

With a copy to:

National Association of County and City Health Officials

Attn: Ade Hutapea, LL.M., CFCM

Lead Contracts Administrator

1201 (I) Eye Street NW 4th Fl.,

Washington, DC 20005

Tel. (202) 507-4272

Fax (202) 783-1583

Email: ahutapea@naccho.org

FOR CONTRACTOR:

(Name and address of Contractor's Contract Officer or Designee, including telephone and fax.)

IN WITNESS WHEREOF, the persons signing below warrant that they are duly authorized to sign for and on behalf of, the respective parties.

AGREED AND ACCEPTED AS ABOVE:

NACCHO:

CONTRACTOR:

By: \_\_\_\_\_

By: \_\_\_\_\_

Name: Jerome Chester

Name: \_\_\_\_\_

Title: Chief Financial Officer

Title: \_\_\_\_\_

Date:

Date: \_\_\_\_\_

Federal Tax ID No.:

DUNS No.: \_\_\_\_\_