Data Modernization Workforce Acceleration Initiative (WAI) [WAI Cohort 3 Application Template - Multiple-PHA.docx](https://cdcfoundation.sharepoint.com/:w:/r/proj/NonInfectious%20Diseases%20NID/30601001%20(46101)/PROG%20DOC/PHA%20APP/Cohort%203/WAI%20Cohort%203%20Application%20Template%20-%20Multiple-PHA.docx?d=w847caf06b03f42839b8b3cb84be7f107&csf=1&web=1&e=Xc4mlS&isSPOFile=1&xsdata=%3D%3D&sdata=aE14bFJxVUFyYld6a3FFM3htUXMrcTFpMS84TnNRVllsUk5jZW5iYlY2MD0%3D&ovuser=cf1ac520-146f-49f5-a836-d7e251722cc6%2Cninglis%40CDCFoundation.org)

## **Request for Application (RFA) – Cohort 3**

### MULTIPLE-PHA APPLICATION TEMPLATE

Use this template for Multiple PHA applications. To be considered a Multiple PHA application, the proposed work must support more than one PHA, must build upon an existing collaboration among multiple PHAs and must be substantially governed or directed by the supported PHAs.

The intent of the Multiple-PHA proposal is to foster models for meeting the needs of PHAs which depend on shared information infrastructure because they cannot sustain a PHA-specific infrastructure. Examples of multiple-PHA proposals could include:

* **A Central Organization Supporting Several PHAs** – An organization with developed information systems provides several PHAs with information systems infrastructure, interfaces or ongoing support to address their information needs. The work must be substantially governed by all the supported PHAs. Examples include 1) a PHA with substantial IT infrastructure provides localized health information to PHAs with less infrastructure, 2) or a health information exchange provides a set of PHAs with a health care data interface for their jurisdiction’s residents for reportable disease case investigation. The supported PHAs should substantially guide the work through a steering committee or similar structure. A PHA must be the primary applicant, even if the infrastructure is housed elsewhere.
* **Data Modernization to Support Shared Services or Resources** – This option is for groups of PHAs who will share staff, services, programs, or infrastructure. Shared services could include epidemiology or data analyst staffing, health inspection functions, emergency preparedness coordination, or regional programs. Another example might be an open-source application whose development is governed by participating PHAs.
* **Other Proposals** –We are interested in and will consider other proposals that meet criteria of supporting more than one PHA, building upon an existing collaboration among multiple PHAs, and being substantially governed or directed by the supported PHAs.

[**Use** **this link**](https://app.smartsheet.com/b/form/0198af76e80874da87673ca1e1f7b2ea) to access the online application form. Some information will be entered directly into the form, while other items will need to be prepared separately and uploaded in one compiled PDF as an attachment to your submission. To help you complete the application, a short checklist is provided below. We also encourage you to use the accompanying template to prepare your submission.

* Prepared to answer the Short Answer and Multiple Choice Questions via the online form. This includes:
  + Section 1: Primary Applicant (“Agreement Holder”)
  + Section 2: Infrastructure Organization
  + Section 3: Nature and Scope of the Collaboration
  + Section 4: Request for WAI Informatics Placements
* Prepared PDF attachment that will be uploaded with online form. All attachments must be submitted as ONE (1) COMPILED PDF. This includes the following. **Detailed criteria for each item are outlined in the Application Attachments section.** 
  + (Required) Item 1: Narrative of proposed work and participating PHA basic information table.
  + (Required) Item 2: Prepared and signed letter of support from the PHA director\* at the Primary Applicant PHA (“Agreement Holder”) and letter of support from the director of the Infrastructure Organization (if an organization other than the Primary Applicant).
  + (Required) Item 3: Prepared and signed letters of support from each participating PHA’s director.\*
  + (Required) Item 4: Collaboration Organizational chart.
  + (Required) Item 5: Financial Reports from Primary Applicant PHA (“Agreement Holder”).
  + (Optional) Item : Collaborative Agreement, Charter or Governance document (if this exists)
  + (Optional) Item 7: Multiple PHA Collaboration’s Information Systems Improvement Strategic Plan or Roadmap (if this exists).
  + (Optional) Item 8: Multiple PHA Collaboration’s Data Modernization Assessments (if these exist).

\* If public health is just one division of an organization, such as in a health and human services agency, the letter of support may be signed by the leader of the organization’s public health division.

## Short Answer and Multiple-Choice Questions (answered in Smartsheet form directly)

### **Section 1: Primary Applicant PHA (“Agreement Holder”)**

The proposal must demonstrate a collaboration among multiple public health agencies (PHAs). One of those PHAs must serve as the “Agreement Holder” PHA. The Agreement Holder PHA will be the primary point of contact for the CDC Foundation and the liaison between the Foundation and the project's public health partners and stakeholders.

1. Basic Agreement Holder PHA Information
   1. Legal Organization Name of Public Health Agency/Authority (PHA)?
   2. Organization Address (City, State, Zip Code+4 [XXXXX-XXXX])
   3. Website
   4. Email (Applicant Point of Contact)
   5. Year Established
   6. Federal Tax Identification (ID) Number/Employer Identification Number

(EIN)

* 1. Data Universal Number System (DUNS) number
  2. SAM Unique Entity ID (UEI) – details can be found on this site <https://sam.gov/entity-registration>
  3. SAM UEI Expiration Date
  4. Business Classification
  5. Classification of Public Health Agency/Authority

1. Program Contact Information (if different than Applicant Point of Contact):
   1. Name:
   2. Title:
   3. Address:
   4. Email Address:
   5. Phone Number:
2. Financial Point of Contact:
   1. Name:
   2. Title:
   3. Address:
   4. Email Address:
   5. Phone Number:
3. Application Authorized Signatory (if selected for WAI Placements):
   1. Name:
   2. Title:
   3. Address:
   4. Email Address:
   5. Phone Number:
4. What is the size of the population served by the Agreement Holder PHA?
   1. Number:
   2. Special notes or explanations (150 characters):
5. How many full-time equivalents (FTEs) does the Agreement Holder PHA employ overall?
   1. Number:
   2. Special notes or explanations (150 characters):
6. What was the Agreement Holder PHA’s total 2023 public health related expenses budget, including all sources, such as general fund and grants?
   1. Number (dollars):
   2. Special notes or explanations (150 characters):

### **Section 2: Infrastructure Organization**

Proposals may contain an organization which will house most of the information system infrastructure that is proposed to be planned or developed. That infrastructure organization is not required to be a public health agency (PHA); however, the application must clearly show that participating PHAs authorize the WAI Placement(s) work within this infrastructure organization and that participating PHAs will directly benefit from the work completed.

If the proposal does not include an obvious infrastructure organization, please answer the questions in this section regarding the Agreement Holder PHA.

1. Briefly describe the level (e.g., number of full-time equivalents) and type of IT support already available that support the collaboration applying to this opportunity, not including WAI Placements. Some examples of IT support are support for hardware, software, data management, servers, databases, and other information technology needs. Please identify the agency or agencies responsible for providing this support. If IT support is not required, simply enter not applicable for this question. (100 words)
2. Briefly describe the level (e.g., number of full-time equivalents) and type of informatics support already available that support the collaboration applying to this opportunity, not including WAI Placements. Some examples of informatics support are support for data collection, analysis, reporting, system integration, standards development or implementation, or decision-support tools. Please identify the agency or agencies providing this support. If informatics support is not required for the proposed work, simply enter not applicable for this question. (100 words)

### **Section 3: Nature and Scope of the Collaboration**

1. What is the total number of public health agencies that will be engaged in the proposed work? [Enter a whole number]

Note: every participating PHA is required to include a letter of support including more detailed information about their PHA infrastructure. See details for what to include in those letters under Application Attachments – Item 3.

1. Does your existing collaboration have a strategic plan or roadmap the guides the collaboration’s information systems development?
   * No plan in place –Our collaboration does not have a strategic plan or roadmap to guide collaboration-related information systems development, and we have not begun developing one.
   * System-specific plans only – Individual agencies or projects within the collaboration have their own strategic plans for specific systems or data types related to the collaboration, but there is no comprehensive, collaboration-wide plan in place.
   * Plan in development – The collaboration is actively working together to create a strategic plan that will guide information systems development for the collaboration.
   * Plan implemented – The collaboration-wide strategic plan for collaboration-related information systems development is in place and is being implemented.

### **Section 4: Request for WAI Informatics Placements**

Please select the WAI positions that you are requesting to achieve the proposed scope of work. You can view a short description of the roles below. You may request up to four (4) WAI Placements total within your application. Please request the number of Placements necessary to accomplish the proposed work. The CDC Foundation expects that many PHAs will need to add more than one WAI Placement to successfully advance their project(s) and/or activities.

Note that the total number of positions is contingent upon funding availability and the feasibility of identifying candidates fitting to your request and the collaboration’s broader organizational culture. Please submit only one application for all positions needed and then prioritize which are your top positions. Staffing awards will be made based on the selection process and review criteria.

1. For each WAI position below, please indicate the number of full-time equivalents (FTEs) of the position requested. You can request up to 4 FTEs in total across multiple position types. Do not request fractions of FTEs.
   1. **Product Manager** (Staff who oversee the development and launch of new products or systems features. They collaborate with cross-functional teams, including engineers, designers and program staff, to define product requirements, prioritize tasks and ensure successful product delivery across the PHA and with PHA partners.)
   2. **Software Development and Engineering** (Staff that design, build and maintain software applications. They may specialize in different programming languages or development frameworks.)
   3. **Data Science and Informatics** (Staff in these roles analyze complex data to help make strategic decisions. They use statistical analysis, machine learning and data visualization techniques to extract insights from large datasets.)
   4. **Data Engineering** (Staff in these roles assess, build and oversee data management systems, ensuring that data flows smoothly from various sources to databases and data warehouses. This includes the implementation of standards, interoperability, etc.)
   5. **Cybersecurity** (With the increasing threat of cyber-attacks, staff with expertise in cybersecurity skillsets are in high demand. They develop security measures to protect computer systems and networks from unauthorized access, data breaches and other cyber threats.)
   6. **Systems Architecture** (Staff who design and manage technical infrastructure, including cloud computing systems, storage, networking and security. They may also help organizations migrate their infrastructure to the cloud and optimize performance and cost efficiency.)
   7. **DevOps Engineering** (Staff who focus on improving collaboration and efficiency between software development and IT operations teams. They automate processes, manage infrastructure as code, and implement continuous integration and delivery pipelines.)
   8. **Business Analyst** (Staff who analyze processes and systems to identify business needs and opportunities. Responsibilities include gathering requirements from PHA users and beyond, developing and vetting solutions, creating project plans, assuring training and change management, and facilitating communication between technical and non-technical teams to ensure alignment.)
   9. **Data Modernization Senior Advisor** (Staff member who leads the implementation of information systems management and improvement across the PHA.)
   10. **Data Governance Specialist** (Staff who will drive the development of tailored public health data governance framework that is aligned with industry standards and regulatory requirements.)
   11. **Project Implementation Manager** (Staff who will drive the delivery of technical projects that improve the use of public health data to inform decision making.)
2. **Ranking of positions.** If you selected more than one position above, please rank the positions requested above in order of need by your agency (highest need first to lowest need last). If you only selected one position type, please write “Not Applicable.”
3. **Workforce needs addressed by positions.** Describe the workforce capacity constraints or challenges (e.g. competition for resources, missing technical job types, insufficient technology and informatics skillsets) that are limiting the ability of your collaboration to make the collaboration’s priority system improvements. Explain how each requested position above will address one of these workforce constraints or challenges. (200 words or less).

## Narrative of Proposed Work

Please prepare a written narrative that addresses all of the questions listed below in a single document. Use a font size of 11 or larger.

1. **Brief summary of proposal**. Using no more than 200 words, describe the proposed work for the WAI Placement(s), and how it will support the involved PHAs.
2. **Describe the existing collaboration**. Multiple-PHA WAI applications must build on an existing collaboration between the involved PHAs. Using no more than 400 words:
   1. Briefly describe the collaboration, including the participating agencies, the main goals and objectives of the partnership and how long the collaboration has been in place.
   2. Describe how the collaboration and the proposed activities align with the mission of the Agreement Holder organization and of the infrastructure organization, if there is one.
   3. Describe the collaboration’s decision-making process. How are strategic priorities identified, and what mechanisms are in place for resolving conflicts among partners?
3. **Broad description of PHA collaborative’s information systems infrastructure.** Please briefly describe the current information systems infrastructure across the collaboration as it pertains to the proposed work, including major systems **and** software used, IT support (internal staff, contractor, vendor, other government agency) and system integration, centralization, or automated data exchange. (400 words. A system(s) diagram may be included.). Please answer the following as part of that description:
   1. Are information systems or data shared between agencies? If so, what is shared?
   2. Is data being shared electronically between agencies? If so, what data and how?
4. **Proposed work and justification.** Describe the proposed project(s) and/or general support requested within this application. Proposed work can include specific systems improvement projects, general systems improvement support needed across the PHAs or other activities advancing the PHAs’ systems (e.g., data system assessment or development of system improvement strategic plan). Include a description of the limitations and gaps related to the system(s)/software/tool(s) that the proposed work will address. Briefly describe the participating PHAs’ level of engagement and role in the proposed work (e.g., some projects may engage all PHAs at the same level while other projects may only engage certain participating PHAs). (Recommend ~175 words per project or line of work).
5. **Strategic Impact.** (Part 1) Describe how the proposed work will contribute to improved, long-term information capabilities for the participating PHAs and improve the ability of the PHAs to effectively use public health data into the future.
   1. If you are proposing a data systems assessment and/or developing a systems improvement strategic plan/roadmap as part of their proposed work, be sure to describe how the assessment or plan will be used.
   2. If you already have a systems improvement strategic plan/roadmap, be sure to describe how the proposed work moves the plan forward.

(Part 2) Describe how the proposed work aligns with one or more of the four (4) [PHDS](https://www.cdc.gov/ophdst/public-health-data-strategy/index.html) goals. (Total: 300 words or less encompassing both parts)

1. **Non-personnel budget planning**. Please describe the major non-personnel costs associated with the proposed work within this application (e.g., software costs, licensing fees, etc.) and the source(s) of funds for these costs. (200 words)
2. **Anticipated challenges.** Identify the greatest potential risks to implementing the proposed work and how you might address them. (200 words)
3. **Requested position workplans.** For each requested position, respond to the following questions to provide an of each requested position’s role, responsibilities and deliverables. Please do not combine your responses across position types. If you request two positions of the same type, please include this information for both positions (for example, if you request 2 Business Analysts [BA], include parts a - d for the first BA and parts a - d for the second BA).
   1. Projects and PHA FTEs (40 words). What proposed project(s) or other work outlined in section B will this FTE support? How many FTEs will be applied to each PHA? FTEs can support more than one project and more than one PHA.
   2. Position’s milestones and deliverables (150 words, visual timeline may be included). What are the key milestones and deliverables to be completed by this position within the funding period (currently ends June 30, 2025)?
   3. What are the main activities or tasks that this position will be responsible for performing? (100 words).
   4. Who at the PHAs to which this individual report will be responsible for providing day-to-day supervision to the requested Placement (i.e., if the Placement is serving 2 PHAs, who do they report to at each PHA)? What is the approach for managing potential conflicts across PHA work? (100 words).
4. **Sustainability:** Describe your collaboration’s plan to maintain the deliverables and systems improvements implemented through WAI after the program ends. Include considerations of how financial, human and technical resources will support continued use and maintenance of deliverables. (200 words or less).
5. **Basic Information about all Participating PHAs:** Copy the table on the next page into your narrative and add a row for every participating PHA. Complete all columns with the PHA to ensure a broad picture of PHA needs.

**Table: Basic Information about all Participating PHAs**

Include any special notes or explanations related to the population size, FTEs or budget within those cells.

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Public Health Agency/ Authority (PHA) Name** | **Agency Address (City, State, Zip Code+4 [XXXXX-XXXX])** | **Agency Organization Website** | **Who is the primary representative from PHA that will be actively involved in the proposed work?** | | | | | **Size of the population served by the PHA** | **How many full-time equivalents (FTEs) does the PHA employ overall?** | **\*2023 Annual Budget** | **What month and year did the PHA join the existing collaboration?** |
| **Name** | **Title** | **Address** | **Email Address** | **Phone Number** |
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\* What was the PHA’s total 2023 public health related expenses budget (dollars), including all sources, such as general fund and grants?

## Application Attachments

**Application attachments**. Please use this section to attach the following items (as applicable) to your submission. **All attachments must be submitted as ONE (1) COMPILED PDF.**

**(Required) Item 1: Narrative.**

See [Narrative of Proposed Work](#_Narrative_of_Proposed) for details.

**(Required) Item 2: ONE Letter of Support from the director of the Primary Applicant / Agreement Holder and ONE Letter of Support from the director of the Infrastructure Organization (if an organization other than the Primary Applicant)** demonstrating a commitment to support this work. If the Primary Applicant is the Infrastructure Organization, only one letter from the Primary Applicant is needed. The letter(s) of support must include the following:

* Primary Applicant and Infrastructure Organization letters: That the PHA/organization will provide existing staff’s time to onboard and supervise the requested position(s), integrate them into the larger PHA/organization and provide oversight/assistance to guide project completion, if that is not provided by other participating PHAs/organizations.
* Primary Applicant and Infrastructure Organization letters: That the PHA/organization has existing infrastructure to support remote WAI Placements, including policies and procedures that ensure remote Placements will be granted timely access to necessary equipment and data to complete job responsibilities, if that is not provided by other participating PHAs and/or the infrastructure organization.
* Primary Applicant and Infrastructure Organization letters: Prioritization of the proposed project(s) or proposed work and endorsement of the requested WAI Placements from PHA/organizational leadership.
* Primary Applicant letter: Confirmation that there is funding to execute the non-personnel aspects of the project(s) or work for which FTEs are being requested (e.g., system acquisition or other purchases).
* Primary Applicant letter: Confirmation that the PHA already has or can quickly establish any approvals or agreements required for the proposed work, such as budget approval, legal agreements (e.g., data use agreements), contracts, or resource approvals (e.g., IT staff time).
* Primary Applicant and Infrastructure Organization letters: Recognition that systems improvement project(s) and activities require time from program staff, IT staff and leadership to support and guide the project(s). For example, program staff may need to provide information about their work processes, to define what they need from tools being developed, to test the tools, and to develop, provide or attend training regarding the use of tools that are developed. IT staff will need to provide appropriate system access and integrate what is developed into the PHA’s existing information system infrastructure.

\* If public health is just one division of your organization, such as in a health and human services agency, the letter of support may be signed by the leader of your organization’s public health division.

**(Required) Item 3: Letter(s) of Support from the participating PHA director\* of each participating PHAs that is not the Agreement Holder PHA**. The letter of support should indicate the agency’s support for the proposed work as well as a commitment to their role in supporting the proposed work. The letter(s) of support must each include the following:

* Current PHA Infrastructure: A paragraph describing the participating PHA’s individual information infrastructure and capabilities, as well as challenges within that infrastructure to be addressed by the work proposed in this application.
* Strategic Impact: A paragraph explaining how the proposed work will specifically help the PHA improve long-term information systems capacity and ability to use public health data more effectively.
* Approvals and Agreements: Confirmation that the PHA already has or can quickly establish any approvals or agreements required from the PHA for the proposed work, such as budget approval, legal agreements (e.g., data use agreements), contracts, or resource approvals (e.g., IT staff time).
* Prioritization: Prioritization of the proposed project(s) or proposed work by the PHA.
* Engagement in WAI Placement Workplans: Commitment to participate in review and approval of what the WAI Placements’ are assigned to do.
* Supporting Success: Recognition that systems improvement project(s) and activities require time from program staff, IT staff and leadership to support and guide the project(s). For example, program staff may need to provide information about their work processes, to define what they need from tools being developed, to test the tools, and to develop, provide or attend training regarding the use of tools that are developed. IT staff will need to provide appropriate system access and integrate what is developed into the PHA’s existing information system infrastructure.

\* If public health is just one division of your organization, such as in a health and human services agency, the letter of support may be signed by the leader of your organization’s public health division.

**(Required) Item 4: Organizational Chart.** Provide an organizational chart for the collaboration. Identify in the chart where the requested WAI Placements will fit. Please ensure the organizational chart includes relevant technical staff as well as the reporting pathway between the individual leading the proposed systems improvement and the collaboration’s leadership. Be sure to identify where systems created or modified under the proposed work will be managed or maintained (if applicable). If there is an Infrastructure Organization, please include it in the chart.

The collaboration organizational chart will be used to help us understand the collaboration and proposed work, and to assess your readiness to onboard new WAI Placements.

We will discuss it further during your proposal interview if your proposal reaches that stage of the selection process.

**(Required) Item 5: Financial Reports from Primary Applicant:** Current year (available) audited Balance Sheet and Income Statement and/or IRS 990Tax form. If the organization is 501 (c), they may submit an IRS 990 Tax form. We are requesting submitted 2023 audited financials (Balance Sheet and Income Statement) however if they are not available/completed we will accept 2022/ audited financials (Balance Sheet and Income Statement) as the oldest records submitted.

**(Optional) Item 6: Collaborative Agreement, Charter or Governance:** If there is an agreement, charter or governance document that guides the shared decision making among the collaborating agencies, please provide it.

**(Optional) Item 7: PHA Information Systems Improvement Strategic Plan or Roadmap.** If your collaboration has a documented strategic plan, roadmap or something similar, attach it here.

**(Optional) Item 8: Data Modernization Assessments.** If your collaboration has completed one or more data modernization assessments, attach them here. These could have been done by outside consultants or using available toolkits.

***The CDC Foundation recognizes that your Systems Improvement Strategic Plan, Roadmap or Assessment may contain sensitive information that your PHA may not want to be made public.*** *If submitted, this plan will only be viewed by CDC Foundation project staff to better support your PHA in meeting your staffing needs. The CDC Foundation team members will not share this document beyond the CDC Foundation project team. The Smartsheet application subscription is owned by the CDC Foundation with encryption for secure transfer of materials. Upon receipt of your plan, the document will be placed on secure CDC Foundation servers to which only the CDC Foundation team members have access.*