

Request for Applications

Contents

Project Background and Overview	1
Background	1
Overview	2
Budget and Project Funding Period	3
Project Requirements	3
General Information	3
Eligibility	3
Required Project Components	4
Selection, Evaluation and Awards	5
Evaluation:	6
How to Apply	8
Questions and Inquiries:	9
Schedule of Activities:	9
General Considerations	9
Appendix A: Example Accountability Model and Work Group Charters	12

Project Background and Overview

Background

The Colorado oral health network has identified the need to establish an Oral Health Coalition, recognizing that coordination among oral public health partners, clinicians, community organizations, funders, community members, advocacy organizations, and other stakeholders could maximize the impact of strategies. From 2004 - 2019, there was an active coalition for oral health in Colorado. However, in 2019, the coalition, Oral Health Colorado (OHCO), ceased daily operations. In 2021, the Colorado Department of Public Health and Environment's (CDPHE) Oral Health Unit (OHU) began convening partners and stakeholders to develop a state oral health plan. Through many engagement opportunities and planning sessions, the oral health network partners identified several goals and strategies. The resulting *Framework to Advance Oral Health Equity in Colorado* (Framework), co-developed with communities and stakeholders,

Request for Applications: Colorado Oral Health Coalition Backbone Support

identified the need for a coalition. The Framework includes Goal 4: Collective Impact: Coordinate oral health efforts across the state to align strategies, leverage shared resources, and integrate actions of community and private and public sectors in order to improve oral health and address oral health inequities. In July 2022, CDPHE's Oral Health Unit, Colorado Consumer Health Initiative (CCHI), and Delta Dental of Colorado Foundation (DDCOF) began discussions together to identify strategies for re-establishing a coalition.

The current Colorado oral health coalition is an informal group of individuals and organizations in Colorado who have been gathering since late 2022 to identify components for a coalition. There is no formal structure or leadership established. This effort to build an oral health coalition has been supported by CCHI, DDCOF, and CDPHE OHU. The DDCOF has provided funding for external facilitators to support neutral facilitation of the process to re-establish a coalition.

Beginning in October 2022, interested coalition members were convened to discuss the need for a coalition and the potential purposes a coalition could fill. A total of seven convenings of partners were held, culminating in a day-long meeting on June 27, 2023, to vote on recommendations from the charters of the four workgroups. One outcome of this convening was to establish the Coalition Backbone Transition Workgroup. This workgroup is responsible for the design and execution of this RFA: Colorado Oral Health Coalition Backbone Support. The Coalition Backbone Transition Workgroup includes the following members: Holly Kingsbury, Colorado Community Health Network; Carolyn Anello, Project Worthmore; D.J. Close, Delta Dental of Colorado Foundation; Karen Wells, Children's Hospital Colorado; Molly Pereira, Colorado Dental Association; Maryam Mahmood, CDPHE; Ashleigh Kirk, CDPHE; and Becky Sarniak, CDPHE.

Overview

The Coalition is soliciting competitive, responsive proposals from experienced and financially sound organizations to operate as either a permanent or temporary backbone organization for the Coalition.

The Coalition identified and adopted the following mission, vision, and values:

Mission: Advance equitable oral health outcomes for all Coloradans by utilizing a collective impact approach.

Vision: All Coloradans have equitable access to opportunities for achieving optimal oral health.

Values:

- Accountability
- Community Voice
- Culturally-Appropriate Care
- Data
- Lived Experience
- Partnerships
- Transparency

Request for Applications: Colorado Oral Health Coalition Backbone Support

As part of the planning process for the oral health coalition, one recommendation from the stakeholder group was to take a [collective impact](#) approach to advance the coalition's mission. A neutral backbone entity is a foundation of the collective impact model.

The Coalition seeks to engage a neutral backbone entity with dedicated staff to support the establishment of a formal oral health coalition in Colorado. Backbone staff is responsible for administrative, programmatic, and financial functions necessary for the coalition to function. The Backbone may propose the structure, in line with established recommendations, for a coalition. See Project Requirements for additional information.

Budget and Project Funding Period

For the initial funding period of 02/01/2024 - 12/31/2024, a maximum of \$100,000 will be available to a Backbone entity in the form of a grant or contract with the Funders - DDCOF and CDPHE.

Once awarded, Applicant will establish a contract with CDPHE and a grant agreement with DDCOF, aligned with the accepted proposal.

Project Requirements

General Information

The Coalition has determined that it desires specific experience and skills for an Applicant to possess in order for the Applicant to be able to complete the work efficiently while meeting the demands and deadlines of the Funders.

The Applicant must also be able to support a coalition that could take different forms. The Coalition has the option to adopt OHCO's 501c3 status, and the Applicant must be able to provide support to the Coalition in that form, continuing to meet the experience requirements outlined in Response #1 below.

Eligibility

The Applicant must be one of the following types of organizations:

- 1) Non-profit organization
- 2) Governmental department/agency
- 3) Community foundation

Required Project Components

The Coalition will evaluate the Applicant's application through the following required responses.

Request for Applications: Colorado Oral Health Coalition Backbone Support

Response #1: Applicant's organization shall demonstrate its experience relative to the following. Applicant may establish a teaming relationship with a proposed Subcontractor(s) to document that the Applicant and Subcontractor(s) in combination have the required minimum experience.

- Experience within the last five (5) years with the successful operation and administration of at least one (1) program similar in purpose (ie, mission, vision, and values) to the coalition.
- Creation of a governing body, leadership table, or steering committee, including appointment of officers.
- Development of or management of an entity that utilizes a membership structure.
- Ensuring community representation and utilizing equity strategies to assure representation and power balance among leadership, staff, and coalition members.
- Seeking diverse avenues of engagement, support, and methods of communications and decision-making to ensure collective action is inclusive and accessible for people of color and communities affected by health inequities.
- Ensuring transparent decision-making processes and facilitation with intentionality for power dynamics to ensure power sharing and community-driven solutions.
- Deliberately centering community input and decision-making to prioritize solutions most important to those affected by oral health inequities, including experience in recruitment of community members for participation in collective action.
- Ongoing accountability to community perspectives and engagement, and utilization of an accountability model (define, communicate, assess, follow-through).
- Establishing equity-focused and data-driven processes and best practices.
- Data collection and reporting, development of communication products.
- Handling the logistical and administrative details that would be needed for the coalition to function smoothly.
- Utilizing a collective impact approach to address a complex issue.
- Experience with policy and advocacy.

Response #2: The Applicant must outline a plan to meet the following components through December 31st, 2024, and detail how activities will be implemented and sustained once the coalition is established:

- Participate in transition meetings with the Backbone Transition Work Group to establish outreach communications and meeting schedules.
- Engage an external facilitator (non-backbone entity employee) or demonstrate the policy for maintaining neutral facilitation if using a backbone employee.
- Coordinate meetings of oral health network partners to establish a leadership table, steering committee, or board of directors.
 - Propose activities that will prioritize inclusion of community organization and/or representatives, local and statewide partners, and underserved communities.
 - Include a voting process to determine whether or not the coalition should adopt OHCO's 501c3 status, and implements the coalition's recommendations.
- Coalition structure should follow the recommendations established through the Governance, Principles, and Operations workgroups, as applicable. *See Appendix A*
- Identify funding sources to support the coalition infrastructure.

Request for Applications: Colorado Oral Health Coalition Backbone Support

- Submit quarterly reports to the coalition (governing body, leadership table, or steering committee) and to funders, demonstrating progress on implementation plan.
- Potential activities for an Implementation Plan for 2025.

Response #3: Applicant shall outline plans for quality assurance, program evaluation, and quality improvement

- Include a plan for reporting mechanisms to coalition steering committee/board/leadership table and reporting to funders.
- Continuously evaluate engagement process and performance against outlined structure and principles, and implement improvements.
- Evaluate adherence to coalition mission, vision, and values.

Response #4: Applicant shall detail organizational staffing to support implementation of the contract.

- Number and description of FTEs assigned to contract activities.

Response #5: Applicant shall propose a budget and budget narrative

- A maximum of \$100,000 will be available to a Backbone entity in the form of a grant or contract with current funders - DDCOF and CDPHE.
- Budget narrative must include descriptions of each budget line.
- Budget sections must include at a minimum: personnel, subcontracts or consultants, supplies, travel, indirect costs (if applicable), and other costs (if applicable).

Selection, Evaluation and Awards

The coalition has carefully designed a scoring and selection process to ensure a fair selection of the best-qualified applicants. The selection process is described below. The criteria for scoring are in direct correlation to the required application components.

Applications that fail to follow all of the requirements in each Response section may not be considered.

Evaluation:

Applications will be evaluated based on the completeness of the narrative in each required Response. Applicants will be scored according to the following rubric:
Rate from 1 to 10, 10 denoting the best possible response and 1 being an inadequate response. Applicants can receive a maximum score of 70 points.

Request for Applications: Colorado Oral Health Coalition Backbone Support

<p>Response #1: How well does the applicant demonstrate the required relevant experience?</p>	<p>1 2 3 4 5 6 7 8 9 10</p>
<p>Response #2: How well does the applicant demonstrate a detailed plan for outreach and engagement? Includes the following components:</p> <ul style="list-style-type: none"> ● Participate in transition meetings with the Backbone Transition Work Group to establish outreach communications and meeting schedules. ● Engage an external facilitator (non-backbone entity employee) or demonstrate the policy for maintaining neutral facilitation. ● Coordinate meetings of oral health network partners to establish a leadership table, steering committee, or board of directors. <ul style="list-style-type: none"> a. Propose activities that will prioritize inclusion of community organization and/or representatives, local and statewide partners, and underserved communities. 	<p>1 2 3 4 5 6 7 8 9 10</p>
<p>Response #2: How well does the applicant demonstrate a detailed plan for infrastructure? Includes the following components:</p> <ul style="list-style-type: none"> - Includes a voting process to determine whether or not the coalition should adopt OHCO's 501c3 status, and implements the coalition's recommendations. ● Coalition structure should follow the recommendations established through the Governance, Principles, and Operations workgroups, as applicable. ● Identify funding sources to support the coalition infrastructure. ● Potential activities for an Implementation Plan for 2025. 	<p>1 2 3 4 5 6 7 8 9 10</p>

Request for Applications: Colorado Oral Health Coalition Backbone Support

<p>How well does the applicant demonstrate a detailed plan for accountability? Includes the following components:</p> <ul style="list-style-type: none"> • Submit quarterly reports to coalition (governing body, leadership table, or steering committee) and to funders, demonstrating progress on implementation plan. 	<p>1 2 3 4 5 6 7 8 9 10</p>
<p>Response #3: How well does the applicant demonstrate a plan for quality assurance, program evaluation, and quality improvement?</p>	<p>1 2 3 4 5 6 7 8 9 10</p>
<p>Response #4: How well does the applicant detail organizational staffing to support implementation of the contract and is this sufficient for the needs of the Coalition?</p>	<p>1 2 3 4 5 6 7 8 9 10</p>
<p>Response #5: How well does the applicant propose a budget and budget narrative and is the budget appropriate for the tasks outlined?</p>	<p>1 2 3 4 5 6 7 8 9 10</p>

How to Apply

Responses must be submitted as specified in this announcement. **Applications that fail to follow all of the requirements may not be considered.** The applicant is solely responsible for the review of all RFA materials, including attachments and guidance documents, and to submit a complete and accurate application, including current data and mathematically correct figures, pursuant to the RFA requirements.

Submission Instructions:

Applications shall be submitted to the two (2) points of contact by the date and time indicated in the Schedule of Activities. Applications received after the deadline may not be accepted. Applicants shall submit all applications by electronic mail (e-mail) to the two (2) points of contact listed in section “Questions and Inquiries” below. The email should include the following:

- “Colorado Oral Health Coalition RFA Submission” listed in the email subject line.
- All attachments in PDF format.

Applications received by the Coalition by the Application Deadline will be responded to by the Coalition via email. Inquiries received after the Inquiry Deadline may not be included in the Coalition’s response.

Request for Applications: Colorado Oral Health Coalition Backbone Support

A complete submission shall include the following:

1. Response #1
2. Response #2
3. Response #3
4. Response #4
5. Response #5
6. Additional Attachments: Additional Attachments shall consist of Applicant's Response to the following:
 - Conflicts of Interest
 - Debarment and Suspension
 - Contract Performance Disclosure

If the Applicant has no responses to any of these items, then the Applicant may submit a statement for each of the above items stating that it has no response to that section.

7. Financial Information

Financial Information consisting of a statement from the Applicant's Chief Financial Officer that the Applicant has the financial strength to maintain the contract if awarded. The Coalition may request true copies of the Applicant's most recent audited annual financial statements. DO NOT submit financial statements with your proposal. If requested from the Coalition, the information may be used to assist the Coalition in making its determination of Applicant's responsibility. Any statements requested by the Coalition must be prepared by a Certified Public Accountant and meet the Generally Accepted Accounting Principle (GAAP) standards.

Questions and Inquiries:

Please contact Maryam Mahmood at maryam.mahmood@state.co.us **and** D.J. Close at dclose@ddpco.com with any questions by the deadline listed below.

Schedule of Activities:

Schedule of Activities Timeline	Time	Date
RFA Published on ColoradoOralHealth.org	9:00 AM MST	December 16, 2023
Deadline for applicants to submit written inquiries. Submit all inquiries by email to Maryam Mahmood at maryam.mahmood@state.co.us and D.J. Close at dclose@ddpco.com by 5:00 PM December 29th, 2023 (No questions will be accepted after this date/time)	5:00 PM MST	December 29, 2023

Request for Applications: Colorado Oral Health Coalition Backbone Support

Answers to written inquiries and any changes to the RFA published on ColoradoOralHealth.org	5:00 PM MST	January 5, 2024
Application submission deadline	5:00 PM MST	January 19, 2024
Evaluation Period	N/A	January 22, 2024 - January 26, 2024
Estimated Notification of Possible Award	N/A	January 31, 2024
Estimated Contract Effective Date	N/A	February 16, 2024

General Considerations

DISCLAIMER ON INFORMATION IN RFA

All statistical and fiscal information contained within this RFA and its appendices, and any amendments and modifications thereto reflect the best and most accurate information available to the Coalition at the time of RFA preparation. No inaccuracies in such data shall constitute a basis for legal recovery of damages or protests, either real or punitive, except to the extent that any such inaccuracy was a result of the intentional misrepresentation by the Coalition.

SOLICITATION CANCELLATION

The Coalition reserves the right to cancel this entire solicitation or individual phases at any time, without penalty. In the event that the Coalition receives only one proposal, the Coalition may determine that this was the result of insufficient competition. In this event, the Coalition reserves the right to cancel this solicitation and either enter into Competitive Negotiations with the sole Applicant or choose to re-solicit.

APPLICATION AND PRE-CONTRACT COSTS

The Coalition is not liable for any costs incurred by Applicants prior to issuance of a legally executed contract or procurement document. No property interest of any nature shall occur until a contract is awarded and signed by all concerned parties.

APPLICANT REGISTRATION IN COLORADO

If Applicant is a business that is incorporated in the State of Colorado, then Applicant shall be properly registered to do business in the state with the Colorado Secretary of State. If Applicant is incorporated in a jurisdiction outside of the State of Colorado and will transact any business within the State of Colorado, Applicant shall register with the Colorado Secretary of State as required under §7-90-801, C.R.S. All Applicants who are required to register with the Colorado Secretary of State shall obtain a Certificate of Good Standing or Certificate of Existence prior to the execution of any contract resulting from this solicitation. Proof of such certification shall be provided upon request by the Coalition.

Request for Applications: Colorado Oral Health Coalition Backbone Support

APPLICANT IDENTIFICATION

The tax identification number provided on any forms related to this solicitation must be that of the Applicant responding to this solicitation. The Applicant must be a legal entity with the legal right to contract.

CONFLICTS OF INTEREST

By submitting a proposal in response to this solicitation, the Applicant certifies that to the best of its knowledge and belief that it has no Organizational Conflict of Interest related to the Work. Applicant also certifies that to the best of its knowledge and belief no individual within the Coalition who is responsible for any aspect of this solicitation or the management or administration of the resulting contract has a Personal, Financial, or Familial Interest, related to the Applicant.

DEBARMENT AND SUSPENSION

By submitting a proposal in response to this solicitation, the Applicant certifies to the best of its knowledge and belief that it, its principals and proposed Subcontractors:

- Are not presently debarred, suspended, proposed for disbarment, declared ineligible, or voluntarily excluded from covered transactions.
- Have not within a three-year period preceding the proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements or receiving stolen property;
- Are not presently under investigation for, indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in the previous bulleted item; and
- Have not within a three-year period preceding this application had one or more public transactions (Federal, State, or local) terminated for cause or default.

If the Applicant is unable to certify any of the statements in this certification, Applicant shall provide an explanation included as a separate attachment to the proposal as an Additional Attachment. The inability of the Applicant to provide the certification will not necessarily result in disqualification of the Applicant. The explanation will be considered in connection with the Coalition's determination whether to award a contract to an Applicant.

CONTRACT PERFORMANCE DISCLOSURE

The proposal shall fully disclose any serious negative contract problems for the Applicant, its principal, and affiliates for contracts or potential contracts in the last seven years. If applicable,

Request for Applications: Colorado Oral Health Coalition Backbone Support

the Applicant shall include a separate attachment to the proposal as an Additional Attachment and disclose the following:

- Any investigative or audit or similar findings or charges of fraud, malfeasance, antitrust violation, civil violation, criminal activity or fine including those agreed to by settlement.
- Any formal notices to cure, termination of contract for breach, or formal audit findings concerning contractor deficiencies in a contract with a local, state or federal government agency.
- Detailed information on all lawsuits for issues pertaining to contract performance, payments, or other obligations under an agreement with a local, state or federal agency and the outcome of the lawsuit or settlement.

Appendix A: Example Accountability Model and Work Group Charters

Example Accountability Model:

[Link to example accountability model](#)

Work Group Charters:

Governance

- The governance committee recommends the following board, officer, member structure emphasizing strategies to assure representation and power balance. Regardless of coalition structure (ie 501c3, other structures), the Governance Committee suggests a Board or Steering Committee adopts the following recommendations:
 - a. Board: The board shall always be made up of at least 50% community representation. In the event of vacancies, community member positions must be prioritized for recruitment.
 - i. up to seven community representatives including patients and consumers, underserved communities (especially rural and frontier), other community coalitions, representative for youth and the elderly, racial or ethnic coalitions
 - ii. expert/representative of academic training programs for oral health clinicians
 - iii. a representative of governmental oral public health (state or local)
 - iv. a representative of a health or community coalition philanthropy
 - v. a representative of the professional practice community
 - vi. a representative of a oral health payer (either public or private)
 - vii. a representative of the oral health safety net
 - b. Officers: a community representative must hold either the chair or vice chair position at all times. A community representative must serve as either the secretary or treasurer at all times. In other words, community members may be no less than 50% of the officers at any one time.
 - i. chair
 - ii. vice-chair
 - iii. secretary
 - iv. treasurer
 - c. Membership
 - i. organizational
 - ii. Individual

Request for Applications: Colorado Oral Health Coalition Backbone Support

Work Group Charters:

Principles

- Membership agreement outlines/defines principles that each individual upholds.
- Utilize an accountability model (define, communicate, assess, follow-through)
- In order for the coalition to be successful, how it operates will be key to achieving the recommended mission, vision, and values. While these are more the central focus of the Operations Workgroup, the Principles Workgroup discussed at length the vision for how the coalition will function in order to achieve its purpose.
- Seek diverse avenues of engagement, support, and methods of communications and decision-making to ensure the coalition is inclusive and accessible for Latino, Black, Indigenous, and People of Color Coloradans and communities affected by health inequities.
- Focus on our goals and values of the group vs. smaller subgroups and organizations.
- Ensure transparent decision-making processes and facilitation of the coalition with intentionality for power dynamics to ensure power sharing and community-driven solutions.
- Deliberately center community input and decision-making to prioritize solutions most important to those affected by oral health inequities.
- The coalition will also have to structure its operations for ongoing accountability to community perspectives and engagement.
- Through the coalition, establish equity-focused data-driven processes and best practices

Request for Applications: Colorado Oral Health Coalition Backbone Support

Work Group Charters:

Operations

The following outlines recommendations on how the coalition may operate:

- To ensure the coalition is community-led and community-driven, we will welcome attendance and input from a wide range of stakeholders and incorporate a diversity of perspectives. - **Recommend** a Community voices workgroup
- The coalition will ensure diversity through the intentional recruitment of community members and representatives with the closest proximity to issues affecting their own oral health equity.
- Recruitment will occur by working collaboratively with & through groups of people with the closest proximity to issues affecting oral health equity and those with the lived experience of oral health inequity.
- The coalition's guiding principles are open for sign on to any interested stakeholders. Any organization or individual representing themselves that signs on to the principles is a formal, voting member of the coalition.
- (An) anchor/backbone organization(s), with guidance/direction from an advisory team (or board-whatever is decided), will support the planning, managing, and ongoing operations of the coalition - technology and communications, data collection and reporting, development of coalition materials, written products, etc. and handling the myriad logistical and administrative details needed for the coalition to function smoothly,
- Anchor/backbone will work with an advisory team (or board-whatever is decided) to ensure that agendas for meetings are engaging and relevant to members.
(Accountability)
- The Coalition will meet regularly. To ensure equitable participation and meeting accessibility meeting schedules will balance times, locations and formats to ensure that the most members can participate in the most meetings. Anchor/backbone will evaluate to assess engagement barriers and facilitators.
- The Coalition will operate by consensus of its formal members. Additional stakeholders' input will be encouraged and considered.
- Coalition members may be called to action (sign on letters, review of products etc) on a more regular basis, as needed to respond to current events.
- All Coalition members will have the opportunity to review and give input on any final materials.
- The names of individuals and participating organizations will only be used with express permission.
- All coalition activities are voluntary.
- This operational outline may be amended at anytime through a consensus process