

Section 1: General Information

Management, Organizational and Business Improvement Services (MOBIS)

- Federal Supply Group 874
 - 874-1 Consulting Services
 - 874-2 Facilitation Services
 - 874-3 Survey Services
 - 874-7 Program Integration and Project Management Services
- Contract Number: GS-10F-0453N (For more information on ordering from Federal Supply Schedules click on FSS Schedules button at <http://www.fss.gsa.gov>)
- Contract Period: June 13, 2003 through June 12, 2013, Initial 5-year Base Period plus three, 5-year Option Periods
- Contractor Name and Contact Information:
 - John Snow, Inc.
 - 44 Farnsworth Street, 7th Floor
 - Boston, MA 02210
 - 617-482-9485
 - (Fax) 617-482-0617
- Internet site: <http://www.jsi.com>
- Contract Administrator: Ann M. Keehn, akeehn@jsi.com
- Business Size: Large

Customer Information

1. a. Awarded Special Item Numbers (SIN):
 - 874-1 Consulting Services (see description of services in Section 2 below)
 - 874-2 Facilitation Services (see description of services in Section 2 below)
 - 874-3 Survey Services (see description of services in Section 2 below)
 - 874-7 Program Integration and Project Management Services (see description of services in Section 2 below)b. Hourly and daily rates for the periods June 13, 2008 through June 12, 2013 by corresponding position are included in Section 3 Price List. Hourly and daily rates are consistent across all Special Item Numbers.
2. Maximum Order: \$1,000,000.00
3. Minimum Order: \$300.00
4. Geographic Coverage (delivery area): Domestic and Overseas
5. Points of production: same as contractor address above
6. Discount from list of prices or statement of net price: discount included in hourly and daily government rates on price list

7. Quantity discounts: none offered
8. Prompt payment terms: none offered
9. Acceptance of Government commercial purchase card: accepted for purchases above \$2,500.00
10. Foreign items: none offered
11. a. Time of delivery: per contact
b. Expedited delivery: per contract
c. Overnight and 2-day delivery: per contract
d. Urgent requirements: per contract
12. F.O.B. points: per contract
13. a. Ordering address: same as contractor address above
b. For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's) and a sample BPA can be found at the GSA/FSS Schedule homepage (fss.gsa.gov/schedules).
14. Payment address: same as contractor address above
15. Warranty provision: not applicable
16. Export packing charges: not applicable
17. Terms and conditions of Government purchase card: accepted for purchases above \$2,500.00
18. Terms and conditions of rental, maintenance, and repair: not applicable
19. Terms and conditions of installation: not applicable
20. Terms and conditions of repair parts: not applicable
20.a Terms and conditions for any other services: not applicable
21. List of service and distribution points: not applicable
22. List of participating dealers: not applicable
23. Preventive maintenance: not applicable
24. a. Special attributes such as environmental attributes: not applicable
b. Section 508 compliance: in compliance
25. Data Universal Numbering System (DUNS) number: 09-1500090
26. Notification regarding registration in Central Contractor Registration database: Registered
27. Uncompensated overtime: not applicable; all JSI employees are exempt

Section 2: Description of Services Offered by JSI

John Snow, Inc. (JSI) is dedicated to improving the health of individuals and communities in the United States and around the world. Headquartered in Boston, Massachusetts, with US offices in Atlanta, GA, Burlington, VT, Denver, CO, Providence, RI, Washington, D.C., and Concord, NH, and 28 countries, JSI helps build capacity in the public and private sectors to address essential health needs. Through research, technical and management assistance, and education, JSI strives to improve access to and quality of health care.

Since 1978, JSI has provided consulting, research, training and educational services for agencies, organizations, and governments. We are dedicated to working with people from diverse racial, cultural, and economic backgrounds, with a particular focus on underserved groups.

JSI has implemented projects throughout the United States and 103 countries, and has 575 U.S.-based staff and an additional 1,050 staff worldwide.

Special Item Number (SIN) 874-1: Consulting Services

- Capacity building and organizational development
- Health services assessment
- Strategic planning
- Technical assistance
- Coalition formation and public-private partnerships
- Market research and marketing
- Health system redesign
- Program design and implementation
- Program evaluation

The main factors that determine a successful consultancy are proven superior technical expertise, cutting-edge knowledge, flexibility and responsiveness to specific situations and clients' needs, and the delivery of high-quality, timely results. For 30 years, JSI has been a leader in improving the ability of health managers and staff to better-run their health care organizations and support their services. JSI helps strengthen the management of health care organizations, enabling them to maintain a strong yet flexible structure in order to meet the changing health needs of their client populations. We achieve this by providing a range of services, from strategic planning, facilitation, and decision-making support, to organizational assessments, program oversight, leadership training, and process/productivity improvement.

JSI professionals identify expansion potential by comparing health services rendered with the actual needs of a population. We use tools such as feasibility studies and market research to examine the demand for current health services, explore gaps and barriers to meeting that demand, and define what is needed to create optimal

service delivery. We then help organizations develop a strategic plan to reach their goals and identify resources to help meet projected needs. Often when working with underserved communities, coalitions are needed to best determine and advocate for that community's general health care needs, and to establish an effective service delivery model. JSI works to gain consensus on health care needs and the best service delivery model both within health care settings and in local communities.

At JSI, we understand the importance of thinking and planning strategically to ensure organizational success. Strategic planning enables institutions to meet today's health care challenges by preparing for the future rather than simply reacting to short-term needs. Strategic planning is an essential framework for long-term growth, yet, given the nature of rapid and unpredictable change and the increasing level of competition faced by business and government alike, managers must constantly redefine their strategic plans and the activities that support them. JSI works with managers and staff to build practical road maps that move them in the direction of their strategic vision.

The provision of technical assistance (TA) for organizations of all sizes is a particular expertise of JSI. For example, JSI managed selected technical assistance components and provided technical expertise in the areas of research, web development, service provision, management, and training for HRSA's Ryan White Care Act Technical Assistance Center. During the project's eight-year operation, JSI conducted over 900 TA engagements. Comprehensive training and technical assistance services that encompassed multiple modes of delivery, including on-site work (customized for individual grantees and conference based for regional initiatives), materials development, satellite/video (distance learning) and audio (regional and national conference calls) activities, were provided.

Successful program development enables an organization to achieve financial stability as well as improve health care and human service delivery. JSI has helped organizations plan innovative programs, develop a knowledgeable workforce, and enhance revenue, among other things. We enable clients to transform their ideas into realities by helping them set goals and objectives, and identify and take the steps necessary to meet them.

JSI also has had extensive experience in conducting program evaluation studies. These studies have incorporated both qualitative and quantitative methods and have focused on process evaluations as well as outcome evaluations. We work closely with the organization being evaluated in order to reach our goal of providing information that will enable programs to function better. We also strive to incorporate the perspectives of the funding agency, the service delivery agency, and the consumers who need and use the

services. It is only by incorporating all these views that a truly effective system of care delivery can be produced. We have found that using evaluation staff who themselves have had experience in service delivery enhances the relationship between the evaluator and the program staff.

JSI's consulting and research projects contribute to:

- Better-educated health care consumers
- Improved access to services
- Effective and efficient organizations and systems
- Informed policy and programmatic decisions
- Enhanced public/private sector collaboration
- State-of-the-art clinical treatment

JSI provides the public, private, and nongovernmental sectors with consulting services in key public health topic areas:

Aging

Children's and Adolescent Health

Environmental Health

HIV and AIDS

Health Care Financing

Health Logistics

Health Sector Reform

Health Service Delivery

Health Information Technology

Mental Health and Substance Abuse

Public Health Systems

Quality Management

Women's and Reproductive Health

Special Item Number (SIN) 874-2 – Facilitation Services

- Meeting planning and conference management activities
- Conference facilitation
- Facilitate internal decision-making process
- Group facilitation and consensus development
- Facilitate focus groups

JSI provides a full range of meeting planning, management, and logistics support. We have conducted this work as part of larger projects as well as in smaller, more discreet projects. Our services include pre-conference planning, handling all on-site logistics, and post-conference management. We begin by meeting with our clients' planning committees to identify topics, facilities, speakers and exhibitors. We contract with speakers and facilities and manage all event planning and implementation details. We develop and maintain a registration database to collect information valuable to yearly planning while incorporating evaluation tools. We also design mail registration materials and brochures. Finally, we

allocate continuing education credits and provide clients with post-conference evaluation, feedback, and updated registration databases. JSI also has the capacity and specialized experience to conduct conference calls and audio and videoconferences for small and large groups. We have conducted conference calls involving more than 1,000 participants.

JSI manages the Regional Training and Technical Assistance Centers for Family Planning in New England and the six-state Rocky Mountain area. Together, the two centers annually serve more than 1,400 paid and voluntary staff of federally funded (Title X) family planning projects. The program includes training on reproductive health and HIV and AIDS clinical, managerial, counseling, and health education topics. The training and technical assistance (TA) activities are designed to update, improve, or maintain a high level of knowledge and job specific and organizational skills. JSI has broadened the traditional training agenda to include distance learning via communication technologies, such as audio-conferencing, teleconferencing, and web-based training technologies to reach family planning staff at geographically scattered and remote sites in a cost-effective manner.

JSI is currently engaged in a 5-year grant with the Colorado Health and Treatment Taskforce managing fiscal planning for the agency. In addition to its fiscal management role, JSI plans the agency's annual Health Fraud Institute Conference for lawyers, healthcare providers, and naturopathic doctors throughout the state. JSI identifies topics and speakers that are relevant to the conference theme, manages the registration process, arranges for legal continuing education credits, and develops conference materials. Since JSI has managed the annual Health Fraud Institute Conference, attendance has grown from 50 participants to more than 200.

JSI staff also excels in the area of meeting facilitation. We have developed specialized facilitation techniques, including consensus building, problem solving, and strategic planning techniques. This expertise has been applied to organize and facilitate training workshops, conferences, symposia, and issue forums, as well as for small and large strategic planning meetings/retreats. In Central and Eastern Europe, for example, JSI has co-sponsored yearly symposia in Slovakia and Romania aimed at solving environmental and occupational health problems. Conducted in collaboration with the Department of Work Environment, University of Massachusetts-Lowell, and the Department of Community Health, Tufts University School of Medicine, the symposia exchanged information and experiences related to improving environmental and occupational health services, education, research and policy. The conferences shared strategies for the future and fostered collaborative relationships between European and

US organizations. Participants included scientists, educators, government policymakers, and representatives of nongovernmental organizations, business, labor, and the media.

JSI has also facilitated many focus group studies and key informant interviews that support research efforts and guide the development of policy initiatives. For example, JSI staff directed a qualitative research initiative using a focus group format that focused on elders' experience with the health care system and their impressions of managed care insurance options. The goals of the project included the identification of where and how frail seniors access health information, who helps them make health care decisions, and what features of the MassHealth Senior Care Options (SCO) initiative were important to seniors and their caregivers.

Special Item Number (SIN) 874-3 – Survey Services

- Design and implementation of surveys
- Data management and analysis
- Focus groups and other qualitative research
- Process and outcome evaluation
- Pilot surveys and pretests
- Multi-stage sample design
- Data processing support

JSI survey research capabilities are comprehensive. Since 1978, JSI has designed and managed surveys and data management projects, both in the US and overseas. We conduct mail surveys, telephone surveys, and in-person interviews with a range of populations in various settings. We have done these surveys in English and other languages, including Cantonese, French, Haitian, Portuguese, Russian, Spanish, and Arabic. We also have extensive experience surveying diverse populations as well as low-literacy groups.

JSI has a highly-experienced staff of research scientists, project managers, field staff, interviewers, statisticians, computer programmers, and data managers who are experts in all phases of even the most complex projects including, research design, data collection instrument development, sampling design and power analysis, data collection, data management, statistical analysis, and reporting. JSI has extensive experience in designing, organizing, facilitating and evaluating focus group and key informant interviews in English and Spanish to support research efforts and guide the development of policy initiatives. JSI maintains a mail/phone survey facility at its Boston headquarters, but also conducts and manages surveys throughout all of its US-based offices. Survey projects have included community needs assessments, process evaluation, outcome evaluations, and epidemiological studies. An international example is the Prevention of Mother to Child Transmission Plus (MTCT+) Project, coordinated by Columbia

University's Mailman School of Public Health. JSI leads the implementation evaluation and quality assistance (IQA) task, providing baseline site assessments and ongoing monitoring of the process and progress of implementation of the MTCT+ program in the 12 sites. JSI evaluates program success in delivering the MTCT+ model of care.

In another example, the U.S. Coast Guard has contracted with JSI for more than ten consecutive summers to conduct a national personal flotation device (PFD) wear-rate observational study in a sample of 30 states. Each summer more than 13,000 boats are observed at over 120 sites in these 30 states. JSI has witnessed a trend of increasing use of PFDs among children and small sailboats.

Special Item Number (SIN) 874-7 – Program Integration and Project Management Services

- Integrating health services
- Cross-sector program integration
- Program oversight and management

JSI recognizes that integrated health delivery systems at the local level are the way to build sustainable communities which address the broad-based determinants of health and well being.

Sustained improvement in the health status of populations can be achieved only through the combined impact of a wide range of socioeconomic developments. This holistic approach to health requires coordination and integration of a wide spectrum of interventions geared toward individual and community health and by creating productive and sustainable partnerships among key stakeholders.

JSI has considerable expertise and experience working with integrated community-based delivery systems serving vulnerable populations (e.g., low-income, uninsured, and at-risk). JSI helps build on and link the historically vertical disease-oriented interventions, working to increase the impact of individual programs, with an emphasis on access and quality of care. We share what we learn to build on our success in integrating service delivery programs by combining JSI's US and international experience.

Relevant areas of JSI expertise include:

- Assessing community needs in relation to health status and risks, especially for vulnerable populations;
- Designing integrated delivery systems to meet community needs;

- Engaging clients in the design and implementation of delivery systems;
- Integrating public health (community) and medicine (individual) at the community level;
- Formalizing collaborative relations to facilitate referral and care coordination;
- Establishing efficient and effective service models; and.
- Establishing health information systems (HIS) to monitor quality and efficiency and inform decision-making.

Nationally, JSI served as the Program Coordinating Center for a major initiative of the Substance Abuse Mental Health Services Administration (SAMHSA), Center for Substance Abuse Prevention (CSAP) to address the impact of the intersecting epidemics of substance abuse and HIV in 47 communities of color. Besides providing technical assistance on the development of integrated approaches to HIV and substance abuse prevention, JSI led a national evaluation of the interventions introduced. In addition to the capacity-building experience of helping to create and implement an evaluation, the communities gained concrete evidence that the integrated interventions worked. JSI was able to document that, although integrating HIV and substance abuse services is hard work, the effort made a difference in people's lives. Local and aggregate data revealed significant reductions in alcohol, tobacco, and drug abuse and sexual risk behaviors, and increased knowledge and perception of HIV risk among clients reached by the integrated services.

In Uganda, JSI led a USAID-funded effort to promotion of the use of sustainable, high quality social services. The UPHOLD program worked with Ugandans to achieve improved health, and to lead longer, more productive lives through interventions in three integrated social sectors: education, health, and HIV/AIDS. The program's holistic approach focused on six cross-cutting themes: 1) an integrated approach that builds human capacity and creates synergy between interventions; 2) strengthening effective partnerships and dialogue between the public sector, the private sector, civil society, families, and communities; 3) building on the existing strengths and opportunities of Uganda's wealth of human and socio-cultural resources; 4) a behavior-centered orientation that focuses on understanding and strategically addressing human motivations and constraints in taking specific actions; 5) improving quality assurance systems; and, 6) systems thinking based on strategic analysis, planning, and creative processes.

JSI has managed projects throughout the US and in 48 other countries, and understands that strong project management must be focused on achieving the specified objectives of a project while maintaining oversight and appropriate fiscal and staff management. Streamlined management systems, diverse

personnel resources, systematic corporate quality control procedures, flexibility, and effective communication are also essential. JSI's comprehensive set of personnel, management, and technological resources, combined with our commitment to expert project management and continuous quality improvement, are hallmarks of all our projects. JSI has developed and maintains an internal infrastructure and a set of administrative support systems that ensure readily available resources, leverage our expertise, and facilitate the successful completion of projects in a timely manner. JSI works closely with project partners and funders to ensure that all parties involved understand each other's expectations and meet their needs while achieving the goals of the project.

The strength of JSI's work lies in collaboration. JSI's management style is characterized by the ability to develop teams that focus on the objectives of the project. Projects are managed not with a JSI identity but with a project identity whose overarching theme is a commitment to excellence. The structure and functioning of our partnerships directly addresses funders' aims of achieving collaboration, not just in name, but in the full and equal participation of team members in program planning and implementation.

Another hallmark of JSI project management—particularly with our large international projects—is a commitment to decentralized project management. JSI gives significant latitude and autonomy to project directors, many of whom are in-country natives who have a first-hand understanding of the health challenges facing their people and communities. JSI hires the best people to do the job and provides the support they need to do it.

JSI has managed over 800 projects in many different types of technical areas, including:

- Large multi-country, multi-site government contracts and cooperative agreements;
- Comprehensive integrated public health approaches, and;
- System development.

In Ethiopia, JSI coordinated all USAID cooperating agencies working under the Ethiopia Essential Services for Health (ESHE) project umbrella. JSI worked with its subcontractor, Abt Associates, to improve the problems of under-funding and resource allocation within the health sector, with particular assistance to the Ministry of Health's Health Sector Development Program and its Health Care Financing strategy. In the Southern Nations, Nationalities and Peoples Region, the JSI team focused on systems development and capacity building to improve the delivery of integrated health services, with an increasing emphasis on child health interventions. In 2008, JSI partnered with Pathfinder International to expand its impact.

In the United States, JSI manages the Program Evaluation Monitoring Systems (PEMS) project for the Centers for Disease Control (CDC) and Prevention. JSI works with more than 220 community-based organizations and health departments that focus on racial/ethnic minorities at high risk for HIV, as they use PEMS to enter data on HIV prevention services provided at the local level. JSI provides technical assistance (TA) to grantees on program monitoring and evaluation strategies of their local programs, data use, report analysis, and tailored TA plans. JSI also plans, coordinates, and conducts CDC site visits to local agencies to provide focused training and TA on PEMS and HIV prevention data collection.

Section 3. Price List by Position Title and Description of Labor Categories

First Five Year Option Period, Year 1: June 13, 2008 – June 12, 2009

SIN 874-1 Consulting Services SIN 874-2 Facilitation Services SIN 874-3 Survey Services SIN 874-7 Program Integration and Project Management Services			
Labor Category	Title	Hourly Government Rate	Daily Government Rate
1	Senior Technical Advisor	\$159.58	\$1,276.64
2	Project Director	\$141.17	\$1,129.36
3	Technical Advisor	\$104.35	\$ 834.80
4	Junior Technical Advisor	\$ 61.38	\$ 491.04
5	Programmer	\$ 55.25	\$ 442.00
6	Data Manager	\$ 45.42	\$ 363.36
7	Project Coordinator	\$ 42.97	\$ 343.76
8	Staff Associate	\$ 36.83	\$ 294.64

First Five Year Option Period, Year 2: June 13, 2009 – June 12, 2010

SIN 874-1 Consulting Services SIN 874-2 Facilitation Services SIN 874-3 Survey Services SIN 874-7 Program Integration and Project Management Services			
Labor Category	Title	Hourly Government Rate	Daily Government Rate
1	Senior Technical Advisor	\$165.64	\$1,325.12
2	Project Director	\$146.53	\$1,172.24
3	Technical Advisor	\$108.32	\$ 866.56
4	Junior Technical Advisor	\$ 63.71	\$ 509.68
5	Programmer	\$ 57.35	\$ 458.80
6	Data Manager	\$ 47.15	\$ 377.20
7	Project Coordinator	\$ 44.60	\$ 356.80
8	Staff Associate	\$ 38.23	\$ 305.84

First Five Year Option Period, Year 3: June 13, 2010 – June 12, 2011

SIN 874-1 Consulting Services SIN 874-2 Facilitation Services SIN 874-3 Survey Services SIN 874-7 Program Integration and Project Management Services			
Labor Category	Title	Hourly Government Rate	Daily Government Rate
1	Senior Technical Advisor	\$171.94	\$1,375.52
2	Project Director	\$152.10	\$1,216.80
3	Technical Advisor	\$112.43	\$ 899.44
4	Junior Technical Advisor	\$ 66.13	\$ 529.04
5	Programmer	\$ 59.53	\$ 476.24
6	Data Manager	\$ 48.94	\$ 391.52
7	Project Coordinator	\$ 46.30	\$ 370.40
8	Staff Associate	\$ 39.68	\$ 317.44

First Five Year Option Period, Year 4: June 13, 2011 – June 12, 2012

SIN 874-1 Consulting Services SIN 874-2 Facilitation Services SIN 874-3 Survey Services SIN 874-7 Program Integration and Project Management Services			
Labor Category	Title	Hourly Government Rate	Daily Government Rate
1	Senior Technical Advisor	\$178.47	\$1,427.76
2	Project Director	\$157.88	\$1,263.04
3	Technical Advisor	\$116.70	\$ 933.60
4	Junior Technical Advisor	\$ 68.65	\$ 549.20
5	Programmer	\$ 61.79	\$ 494.32
6	Data Manager	\$ 50.80	\$ 406.40
7	Project Coordinator	\$ 48.06	\$ 384.48
8	Staff Associate	\$ 41.19	\$ 329.52

First Five Year Option Period, Year 5: June 13, 2012 – June 12, 2013

SIN 874-1 Consulting Services SIN 874-2 Facilitation Services SIN 874-3 Survey Services SIN 874-7 Program Integration and Project Management Services			
Labor Category	Title	Hourly Government Rate	Daily Government Rate
1	Senior Technical Advisor	\$185.25	\$1,482.00
2	Project Director	\$163.88	\$1,311.04
3	Technical Advisor	\$121.14	\$ 969.12
4	Junior Technical Advisor	\$ 71.26	\$ 570.08
5	Programmer	\$ 64.14	\$ 513.12
6	Data Manager	\$ 52.73	\$ 421.84
7	Project Coordinator	\$ 49.88	\$ 399.04
8	Staff Associate	\$ 42.76	\$ 342.08

Description of Labor Categories by Title

Senior Technical Advisors are typically Ph.D.s, M.D.s, or have Masters Degrees combined with at least 15 years experience. Senior Technical Advisors have extensive and specific technical expertise and often have management experience as well. Senior Technical Advisors either manage the project or lead the technical aspects of projects.

Project Directors also typically have Ph.D.s, M.D.s, or Masters Degrees combined with 15 years of relevant project management experience. Project Directors have extensive project management experience as well as some technical expertise. Complex projects at JSI are typically co-managed by a Project Director and Senior Technical Advisor.

Technical Advisors typically have Masters Degrees combined with at least 10 years of relevant experience. Technical Advisors bring important technical skills to projects. For example, Technical Advisors conduct interviews, conduct site visits, and prepare analyses. Technical Advisors work under the guidance of senior project staff.

Junior Technical Advisors typically have Masters Degrees combined with at least 5 years of relevant experience and include research associates and analysts. Junior Technical Advisors may collect and compile data, maintain project databases, and prepare financial analyses and work under the direction of senior project staff.

Programmers typically have Bachelors Degrees combined with at least five years of programming experience. Programmers have specific technical skills that include developing databases, using statistical software, developing scanning or data management routines, and creating web-based applications for projects.

Data Managers typically have Bachelors Degrees combined with at least three years of experience. Data managers work with programmers or other senior project staff to collect and manage project data.

Project Coordinators typically have Bachelors Degrees combined with at least two years of relevant experience. Project Coordinators take leadership roles in managing administrative, non-technical subtasks within projects. For example, Project Coordinators may be responsible for organizing meetings, recruiting focus group participants, or coordinating site visits.

Staff Associates typically have Bachelors Degrees and limited work experience or do not have Bachelors Degrees but have three-to-five years of relevant experience. Staff Associates conduct essential administrative and support tasks for all project staff.