

**Community Science
Services Overview and
Pricing Guide
August 2013**

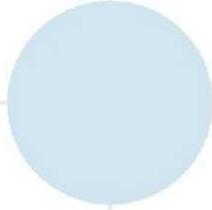
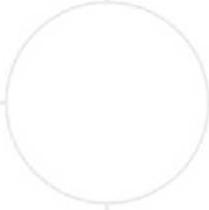
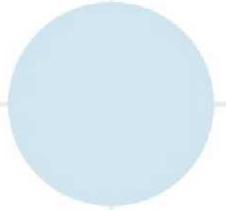
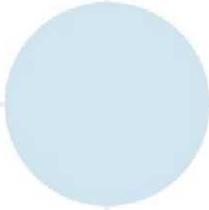
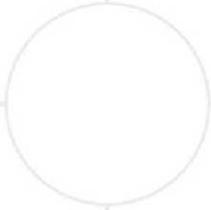
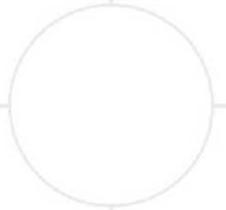
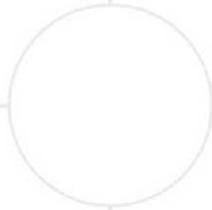
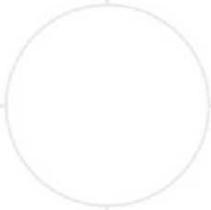
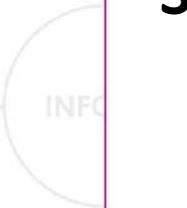


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Customer Information



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Mission Oriented Business Integrated Services (MOBIS) Pricing

Contract Number: GS-10F-0470X
DUNS: 002768398
SIN(s) are 874-1

NAICS Codes:

- 541611 Administrative Management and General Management Consulting
- 541820 Public Relations Agencies
- 561410 Business Support Services
- 541690 Management, Scientific, and Technical Consulting Services
- 541618 Other Management Consulting Services
- 541720 Research and Development in the Social Sciences and Humanities
- 541990 Other Professional, Scientific, and Technical Services
- 611430 Professional and Management Development Training
- 925120 Administration of Urban Planning and Community and Rural Development
- 925110 Administration of Housing Programs
- 813319 Community Action Advocacy, Social Change Advocacy

Contract Period: September 15, 2011, through September 14, 2016,

Commercial Price List:

- **Minimum Order = \$100; Maximum Order = \$1,000,000**

For more information about our schedule and contract administration please contact:

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ABOUT COMMUNITY SCIENCE

Community Science is an organization of social scientists and practitioners with extensive experience in working with federal and local governments, national and local private foundations, and community organizations to effect community and systems change—especially through the use of applied research principles and methods.

Since 1997, we have provided an integrated approach to solving difficult social problems. We use rigorous scientific research; draw on lessons learned from our broad collective backgrounds; collaborate with public and private funders, practitioners, and community leaders; and maintain a steadfast commitment to our mission: **to develop the knowledge necessary to address social problems in a way that benefits all communities.**

Thought leadership. In the past 15 years, Community Science has gained national prominence for its contributions to the field of evaluation and community capacity building. Our staff has been nationally and internationally recognized for their work, including a Distinguished Career Award from the American Psychological Association and an Outstanding Evaluation Award from the American Evaluation Association (AEA). They have also served as board members for AEA, Grantmakers for Effective Organizations (GEO), Philanthropic

Initiative for Racial Equity (PRE), and Center for Effective Philanthropy (CEP). Additionally, Community Science staff has been invited to speak at conferences across the United States and around the world on a wide variety of topics, from immigrant integration in Italy to community building in Prince Edward Island, Canada. Community Science is committed to collaborating with organizations to design practical solutions and high quality products—through the generation and application of knowledge—to meet the goals of stakeholders.

Subject matter expertise. We have subject matter expertise in a variety of areas critical for ensuring healthy and inclusive communities. We understand and have the skills to facilitate **systems change** to ensure that all Americans have equal access to resources and opportunities, which in turn will strengthen our nation. From federal initiatives aimed at improving the systems that support young children exposed to



violence to place-based initiatives by foundations, we have the expertise to implement and evaluate systems and community change efforts, as well as to build organizations' capacity to effect such change. One of the systems in which we have experience is *systems of care for vulnerable families and children*. Our evaluation of a county-wide system of care effort involved longitudinal data collection and capacity building of local leaders to use data for decision making.

To change systems also requires *community change, especially in developing solutions to fight poverty, substance abuse, crime, and violence, as well to address issues such as immigration and its impact on communities and early childcare education*. Community Science is a national leader on these topics. Our staff has served as subject matter experts on these topics for public- and private-funded efforts.

Some populations in our nation also deserve particular attention due to historical exclusion or other unique circumstances. Our staff has extensive experience in evaluating and providing technical assistance to national and state-wide initiatives aimed at *ending health disparities*. We also have worked on efforts to address the *unique needs of racial and ethnic minorities, immigrants and refugees, low-income families,*

formerly incarcerated persons, and youth with social emotional, learning and behavioral health challenges.

There are many avenues through which the above issues can be addressed, including *community coalitions and philanthropy*. Our staff has extensive knowledge in advising, facilitating, and evaluating community coalitions and the capacity building of foundations.

Services. To impart our knowledge and skills, we provide the following services:

- Research and evaluation
- Evaluation capacity building
- Consultation and technical assistance
- Training
- Educational products
- Performance monitoring and learning systems
- Initiative support

Our areas of expertise include evaluation design and implementation; strategy development; data analysis and synthesis; community capacity assessment; database development; interview and focus group facilitation; online and telephone survey questionnaire design and administration; product development for diverse audiences; expert panel development and management; best practice criteria development; and meeting design and facilitation. The



projects on the Community Science website show our extensive experience in providing Consulting Services, Facilitation Services, and Survey Services.

Regardless of topic or context, our work is distinguished by five guiding principles:

- **A participatory approach** that entails engaging stakeholders in determining their goals, strategies, outputs, and outcomes, and in anticipating opportunities and challenges that will influence their work.
- **A flexible and responsive attitude** where we never hesitate to ask the hard questions and to adapt to changing priorities and contexts.
- **A scientifically rigorous process** where we closely adhere to the rules of evidence.
- **A cross-culturally competent lens** that accommodates the power dynamics among diverse stakeholders and the ways race, ethnicity, economic status, gender, and other group characteristics affect program efforts.
- **A sensitivity** to the practicality and usefulness of evaluation as a valuable tool for informed decision making, improvement, accountability, and celebration of success, rather than a tool for judgment and unhelpful criticism.



Service Information

874-1: Integrated Consulting Services

Community Science provides advice, assistance, and guidance as subject matter experts, researchers, evaluators, and facilitators for the topics discussed in the previous section (e.g., community and systems change, health disparities, economic development, immigrant integration, and systems of care for vulnerable families and children). Community Science's consulting services include:

- Strategy consulting
- Program planning and evaluation, including convening and facilitation of expert panels and work groups
- Design and implementation of studies relating to an agency's mission-oriented services
- Survey design, planning, and implementation
- Collection and analysis of quantitative and qualitative data
- Executive/management coaching services
- Policy and regulation development assistance
- Preparation and dissemination of reports and other products
- Design and facilitation of group briefings and discussions that enable focused decision-making

Community Science provides advice, assistance, and guidance on specific subject matters through rigorous research and evaluation and by bridging knowledge and action. Before we help a federal agency, foundation, or community organization strategize about its priorities, investments, and future directions, we always turn to the scientific and practice literature to understand the evidence for what works and does not work. What we learn allows us to bring the state-of-the-art knowledge to our clients and to help them build on their strengths and avoid the mistakes others have made. We use research studies and evaluation in the

same way—we believe that the knowledge generated by research and evaluation should be useful for learning, accountability, and action. Our staff is trained in research and evaluation principles and practices that are reflected in community-based participatory and action research models.

Our staff has also act as coaches to the leadership and staff of federal agencies, foundations, and nonprofit organizations. As coaches, we bring knowledge about good practices in the subject matters relevant to them; we are also not afraid to ask difficult questions to uncover the root



causes of any challenges they face and help clients develop strategies to overcome these challenges.

Examples of Relevant Experience in Evaluation:

Community Science is evaluating the National Partnership for Action to End Health Disparities (NPA), which is led by the **Office of Minority Health (OMH), Office of the Assistant Secretary, U.S. Department of Health and Human Services**. The NPA was launched by the Secretary of the Department of Health and Human Services, Kathleen Sibelius, in April 2011. As part of Community Science's role before the launch, we:

- Worked closely with OMH's leaders to revise the National Stakeholder Strategy for Achieving Health Equity (NSS), a key component of the NPA that documents the rationale for the NPA;
- Developed a theory of change and indicators and measures for the strategies listed in the NSS;
- Led and facilitated discussions with OMH's leadership and other contractors to develop and refine the strategies for communicating, implementing, and evaluating the NPA; and
- Shared lessons learned from the field about partnerships and coalitions as a strategy for mobilizing and sustaining systems change.

Since the launch, we have:

- Convened an expert panel to help design the evaluation;
- Developed and received approval for a data collection and analysis packet from the Office of Management and Budget;
- Conducted interviews with leaders from private, public, and non-profit sectors to gather initial feedback regarding the role and responsibilities of their respective sectors in advancing the NPA.

Community Science also evaluated the Safe Start Demonstration Grant Program, funded by the **Office of Juvenile Justice and Delinquency Prevention (OJJDP)**, U.S. Department of Justice. The purpose of the initiative was to achieve effective change in national systems serving children and families exposed to violence to reduce the impact of exposure to violence on children. The evaluation included:

- Working in partnership with Safe Start grantees and their local evaluators to develop meaningful evaluation products;
- Providing evaluation-related training and technical assistance to ensure that the local evaluation collected data that were useful to the local projects and to the national cross-site evaluation;
- Developing individual case studies of the efforts in the 11 demonstration sites and conducting cross-case



analysis to examine the demonstration grant program as a whole; and

- Identifying promising practices that would enable Safe Start grantees to improve their services to children and families.

Most of Community Science's consultation on strategy occurs through the development of theories of change or implementation pathways. Our staff serves as both subject matter expert and facilitator for processes to illustrate the pathway from implementation to outcomes and to uncover the assumptions underlying what our clients and other stakeholders believe is the road to change. Facilitation of such processes requires us to know the state-of-the-art practices in the relevant subject so that we can help our clients and other stakeholders identify the most effective strategies and realistic outcomes.

For example, Community Science advised **The California Endowment** during the early stages of planning for The Endowment's Building Healthy Communities effort. We facilitated processes to develop a theory of change for the effort and developed tools for The Endowment to support local visioning sessions and environmental scans in the 14 communities selected to be part of the effort.

Community Science designs and implements surveys to assess such issues as:

- Sense of community;
- Organizational and community capacities for effecting change in policies, procedures, and practices;
- Social relations and networks;
- Coalition building;
- Cross-cultural competency of individuals and organizations; and
- Immigrant integration.

These surveys can be conducted by telephone, mail, internet, or in-person. Community Science has the capacity to design and develop surveys, plan their administration, pilot the instrument to assess validity, develop a sampling frame, administer surveys at a single time or multiple points in time, analyze data, and produce reports of the findings for different types of audiences.

Community Science's internal survey team has state-of-the-art knowledge and skills in internet-based surveys, including online survey programs (e.g., Qualtrics) and methods to improve response rates and the robustness of data.

Community Science staff has also conducted telephone and in-person surveys with a wide range of people, from financial corporate leaders in other countries to public officials in the United States to neighborhood group leaders.



Last but not least, Community Science staff are all trained in the engagement and protection of human subjects and certified by Collaborative Institutional Training Initiative, a program managed by the University of Maryland in Baltimore County.

Examples of Relevant Experience in Survey Services:

As part of Community Science's evaluation of **The Colorado Trust's Equality in Health (EIH)** initiative, we conducted a survey to assess the 26 grantee organizations' cultural competency across three dimensions: organizational policies and procedures; staff attitudes and behaviors; and relationships with organizations in the community. The survey was designed to involve people from multiple levels of the organization, from frontline worker to board members. The survey also required extensive measures to protect the confidentiality of the respondents due to the sensitivity of the subject.

In another example, Community Science conducted an in-person survey of immigrants and non-immigrants in 19 communities across Colorado, as part of **The Colorado Trust's Immigrant Integration Initiative**. We trained bilingual survey administrators to go door-to-door and visit natural gathering places (e.g., public libraries, outside grocery

stores) to administer a questionnaire about sense of community, civic engagement, quality of life satisfaction, and expectations about integration. The questionnaire was designed and created in an optic scan format to enable large-scale administration, data entry, and analysis.

In the evaluation of Parents: You Matter, a curriculum designed by the **Partnership at Drugfree.org**, we surveyed parents and youth about changes in their behaviors and attitudes regarding adolescent substance use after being exposed to the curriculum. To administer the survey, we worked with a local community organization to identify, recruit, and enroll parents who were eligible for the study, as well as to administer the curriculum. Parents were randomly assigned to intervention and control groups and participated in the survey during three points in time throughout the study. Given the lack of standardized measures for parental self-efficacy related to adolescent substance use, Community Science developed and validated a self-efficacy scale.

The preceding examples illustrate Community Science's experience with a range of survey design and methods and with diverse populations.



Community Science’s expert facilitation has resulted in:

- Seamless integration of national and local program strategies;
- Use of research and evaluation findings to inform program improvements;
- Identification of problems and solutions;
- Resolution of disagreements about program goals and measures of success; and
- Consumers with more knowledge and capacity regarding elements of high quality evaluation.

Examples of Relevant Experience in Facilitation Support:

The Nassau County Department of Mental Health, Chemical Dependency, and Developmental Disabilities; Families Together in New York State/Long Island Families Together; and Nassau University Medical Center (NUMC) are partners in the Nassau County Family Support System of Care (NCFSSOC) initiative. This six-year initiative is part of the **Comprehensive Community Mental Health Services for Children and their Families (CMHI) Program, funded by the Substance Abuse and Mental Health Services Administration (SAMHSA), Center for Mental Health Services (CMHS)**. Nassau County, New York is one of 18

communities awarded a grant in Phase VI of the initiative.

NCFSSOC is a collaboration of agencies, organizations, families, and youth dedicated to serving children experiencing or are at risk of experiencing emotional difficulties. Its vision is to develop a comprehensive, coordinated system of care that ensures timely access to supports for children and their families.

Community Science serves as the local evaluator for the initiative, and as such, we conduct the prescribed studies for the national evaluation and design and conduct local studies to answer questions of interest to NCFSSOC. We also facilitate processes to help the diverse partners of NCFSSOC learn from the evaluation’s findings and make the appropriate programmatic adjustments to continuously improve the initiative.

Community Science also facilitates the NCFSS Evaluation Workgroup and has helped build the workgroup members’ understanding and use of evaluation.

In another example, Community Science, through its evaluation, uncovered misunderstandings among the implementers of a community change initiative in Charlotte, North Carolina, about the initiative’s goals and measures of success. Community Science’s senior



evaluators and consultants then worked with the initiative's leadership and funders to design and facilitate a series of meetings to discuss the origins of these misunderstandings and implications for the initiative's future direction. This example exemplifies Community Science's

quick turnaround response to challenges discovered during our investigative efforts, as well as our philosophy that evaluation should be integrated into programming early on and not as an afterthought to afford opportunities for learning and adjustments in real time.



Labor Category Descriptions

<i>Title</i>	<i>Duties and Responsibilities</i>	<i>Competencies</i>
President and CEO	Responsible for leading and managing both the administrative and technical functions of the company. Responsible for the overall quality of the company's products, marketing and developing projects, managing projects, conducting research and evaluation, and providing technical assistance. This person will direct national and local projects using evaluation, technical assistance, knowledge management, and other capacity building methods, as well as conduct research and demonstration projects.	<ul style="list-style-type: none"> • Must demonstrate excellent communication (speaking and writing) and project management skills, with the ability to work with diverse groups of people, communities, and cultures. • Have a combination of quantitative and qualitative research and analysis skills with a strong commitment to scientific, technical, and practical quality. • Competence in computer application skills required to perform regular duties (e.g. MS Office, SPSS, Atlas Ti, ArcView).
Vice President and Principal Associate	Primary responsibilities are to market and develop projects, manage projects, conduct research and evaluation, and provide technical assistance. Persons in this position will direct national and local projects using evaluation, technical assistance, knowledge management, and other capacity building methods, as well as conduct research and demonstration projects.	<ul style="list-style-type: none"> • Strong communication skills (speaking and writing), strong project management skills, and the ability to work with diverse groups of people, communities, and cultures. • Have a combination of quantitative and qualitative research and analysis skills with a strong commitment to scientific, technical, and

Title	Duties and Responsibilities	Competencies
		<p>practical quality.</p> <ul style="list-style-type: none"> • Expertise in a combination of capacity building skills that include social processes, adult education, information technologies, and media. • Project or task management including supervision of staff, conducting work within project timelines and budgets, and resource management. • Competence in computer application skills required to perform regular duties (e.g. MS Office, SPSS, Atlas Ti, ArcView).
Principal Associate	<p>Primary responsibilities are to market and develop projects, manage projects, conduct research and evaluation and provide technical assistance. Persons in this position will direct national and local projects using evaluation, technical assistance, knowledge management, and other capacity building methods, as well as conducting research and demonstration projects.</p>	<ul style="list-style-type: none"> • Strong communication skills (speaking and writing), strong project management skills, and the ability to work with diverse groups of people, communities, and cultures. • Have a combination of quantitative and qualitative research and analysis skills with a strong commitment to scientific, technical, and practical quality. • Competence in computer application skills required to perform regular duties (e.g.

Title	Duties and Responsibilities	Competencies
		MS Office, SPSS, Atlas Ti, ArcView).
Senior Associate I Senior Associate II	<p>Primary responsibilities are to market and develop projects, manage projects, conduct research and evaluation, and provide technical assistance. Persons in this position will direct national and local projects using evaluation, technical assistance, knowledge management, and other capacity building methods, as well as conduct research and demonstration projects.</p> <p>Senior Associate II has a minimum of two additional years of experience.</p>	<ul style="list-style-type: none"> • Must demonstrate strong communication skills (speaking and writing), strong project management skills, and the ability to work with diverse groups of people, communities, and cultures. • Combination of quantitative and qualitative research and analysis skills with a strong commitment to scientific, technical, and practical quality. • Competence in computer application skills required to perform regular duties (e.g. MS Office, SPSS, Atlas Ti, ArcView).
Managing Associate I Managing Associate II	<p>Primary responsibilities are to lead technical tasks, conduct research and evaluation, assist in project management, and provide technical assistance. Persons in this position will participate as a team member in national and local projects using evaluation, technical assistance, knowledge management, and other capacity building methods, as well as conduct research and demonstration projects.</p> <p>Managing Associate 1, as developing</p>	<ul style="list-style-type: none"> • Ability to implement a task or small project (\$10K to \$30K) with some supervision. • Ability to supervise and/or conduct complex data collection. • Strong writing and communication skills to write and produce reports



Title	Duties and Responsibilities	Competencies
	<p>professionals, are expected to demonstrate their commitment to develop their expertise, managerial skills, and areas of practice with the support of senior Community Science staff.</p>	<p>and presentations for scientists, practitioners, and the general public.</p> <ul style="list-style-type: none"> • Ability to implement tasks or small projects with minimal supervision. • Ability to supervise the organization, analysis, summary, and presentation of data and findings. • Skilled in MS Suite programs, experience with statistical and other data analysis computer applications (e.g. SPSS, Atlas Ti, ArcView).
<p>Associate I Associate II</p>	<p>Primary responsibilities are to coordinate projects and provide research and other assistance to project directors and task managers. The Associate reviews and summarizes literature, collects and analyzes complex data, writes up the findings, presents findings, tracks deliverables, assists in the production of reports, and helps with planning conferences and meetings related to projects.</p> <p>In addition to the responsibilities of Associate I, Associate II has a minimum of one year of additional experience in the implementation of research, evaluation, and other capacity building projects related to substance abuse or other prevention strategies, community development, coalition building and systems change. They will also be responsible for</p>	<ul style="list-style-type: none"> • Ability to help the Project Director ensure that tasks are completed and products delivered on time. • Ability to search, gather, and summarize research literature to support project. • Ability to collect quantitative and qualitative data via interviews (by telephone or in person), focus groups, and administer surveys (by email, fax, or in person). • Ability to organize and analyze data, and summarize and present findings. • Supervise and/or conduct

Title	Duties and Responsibilities	Competencies
	implementing small projects with supervision.	<p>complex data collection.</p> <ul style="list-style-type: none"> • Skilled in MS Suite programs; experience with statistical and other data analysis computer applications (e.g. SPSS, Atlas Ti, ArcView).
Project Manager	Implement Community Science’s Project Management Office, which includes program management and project management responsibilities. Manage resources across multiple projects, including tracking staff workload across projects on an ongoing basis to enable planning and forecasting. Ensures that client deliverables are on time, within budget, and of high quality.	<ul style="list-style-type: none"> • Effectively manage resources across multiple projects, including tracking staff workload across projects on an ongoing basis to enable planning and forecasting. • Use project management methodology on all projects to ensure that deliverables are on time, within budget, and of high quality. Develop project schedule for each project and keep updated. Track hours used against budgeted hours weekly. Shift resources and hours as necessary and in conjunction with the Project Director. • Prioritizes and plans work activities; and uses time efficiently. Provides direction and works to gain consensus across the organization. Integrates changes smoothly and works in an organized manner. • Demonstrates accuracy and

<i>Title</i>	<i>Duties and Responsibilities</i>	<i>Competencies</i>
		<p>thoroughness. Displays commitment to excellence. Looks for ways to improve and promote quality. Applies feedback to improve performance. Monitors own work to ensure quality.</p> <ul style="list-style-type: none"> • Skilled in MS Suite programs; has intermediate to advanced knowledge with MS Project.
<p>Research Assistant</p>	<p>Primary responsibilities are to assist in the coordination and technical duties of projects and to provide research and other assistance to project directors and task managers. Persons in this position will assist with collection, coding, and analysis of data; write up the findings; track deliverables; and assist in the production of reports. Additionally, the Research Assistant will be responsible for the clerical functions within the project.</p>	<ul style="list-style-type: none"> • Beginner/intermediate level of research skills (quantitative and/or qualitative) and basic knowledge in a content area. • Ability to multi-task, and the capability to work with diverse groups of people, communities, and cultures • Competence in computer application skills such as MS Office is required to perform regular duties. Experience with computer applications (e.g., SPSS, Atlas Ti, ArcView) are a plus.

MOBIS PRICELIST

<i>SINs</i>	<i>Labor Category</i>	<i>Minimum Education/Certification Level</i>	<i>Unit</i>	<i>Year 1 9/15/11- 9/14/12</i>	<i>Year 2 9/15/12- 9/14/13</i>	<i>Year 3 9/15/13- 9/14/14</i>	<i>Year 4 9/15/14- 9/14/15</i>	<i>Year 5 9/15/15- 9/14/16</i>
874-1	President & CEO	Ph.D.	Hourly	\$154.01	\$158.63	\$163.39	\$168.29	\$173.34
874-1	Vice President & Principal Associate	Ph.D.	Hourly	\$132.22	\$136.19	\$140.27	\$144.48	\$148.81
874-1	Principal Associate	Ph.D.	Hourly	\$152.57	\$157.15	\$161.86	\$166.72	\$171.72
874-1	Managing Associate II	Master's; Ph.D. preferred	Hourly	\$83.41	\$85.91	\$88.49	\$91.14	\$93.88
874-1	Managing Associate I	Master's; Ph.D. preferred	Hourly	\$69.15	\$71.22	\$73.36	\$75.56	\$77.83



<i>SINs</i>	<i>Labor Category</i>	<i>Minimum Education/Certification Level</i>	<i>Unit</i>	<i>Year 1 9/15/11- 9/14/12</i>	<i>Year 2 9/15/12- 9/14/13</i>	<i>Year 3 9/15/13- 9/14/14</i>	<i>Year 4 9/15/14- 9/14/15</i>	<i>Year 5 9/15/15- 9/14/16</i>
874-1	Senior Associate II	Master's; Ph.D. preferred	Hourly	\$122.07	\$125.73	\$129.50	\$133.39	\$137.39
874-1	Senior Associate I	Master's; Ph.D. preferred	Hourly	\$101.71	\$104.76	\$107.90	\$111.14	\$114.48
874-1	Associate II	Bachelor's; Master's preferred	Hourly	\$66.22	\$68.21	\$70.25	\$72.36	\$74.53
874-1	Associate IA	Bachelor's; Master's preferred	Hourly	\$60.01	\$61.81	\$63.66	\$65.57	\$67.54
874-1	Associate I	Bachelor's; Master's preferred	Hourly	\$52.38	\$53.95	\$55.57	\$57.24	\$58.95
874-1	Project Manager	Accredited PMP	Hourly	\$81.37	\$83.81	\$86.33	\$88.92	\$91.58
874-1	Research Assistant	Bachelors	Hourly	\$44.00	\$45.32	\$46.68	\$48.08	\$49.52

