

CONSULTING AGREEMENT
COMBAT Evaluation Services

THIS AGREEMENT entered into this 18 day of April, 2012, by and between Jackson County, Missouri, hereinafter referred to as "County," and the **CURATORS OF THE UNIVERSITY OF MISSOURI - COLUMBIA**, 310 Jesse Hall, Columbia, MO 65211, hereinafter referred to as "University".

WHEREAS, the County solicited proposals for the furnishing of evaluation services on Request for Proposals No. 73-11 and received five responses thereon; and,

WHEREAS, an evaluation committee reviewed the proposals and evaluated each bidder on the basis of qualifications, concepts, and pricing; and,

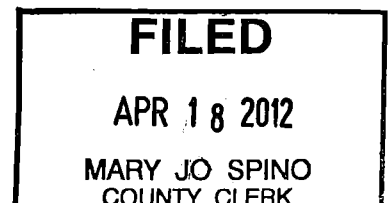
WHEREAS, by Resolution #17852, dated March 12, 2012, the Legislature did authorize the County Executive to execute an Agreement with the Curators of the University of Missouri – Columbia, Institute of Public Policy, to conduct an evaluation of COMBAT supported prevention programs, at a cost to the County not to exceed \$15,723.18; and,

WHEREAS, University has agreed to perform evaluation services for the County in accordance with the terms, conditions, and covenants as set forth in this Agreement; and,

WHEREAS, University and County have agreed to be bound by the provisions hereof,

NOW THEREFORE, in consideration of the foregoing and the terms and provisions herein contained, the County and the University respectively promise, covenant and agree with each other as follows:

1. **Services.** The University agrees to provide evaluation services for COMBAT



prevention programs as is more fully described in the excerpt from its Project Proposal, consisting of eleven pages, attached hereto as Exhibit A and incorporated herein by reference.

2. **Payment.** The County agrees to pay University for services rendered under this Agreement in an amount not to exceed \$15,723.18 upon receipt of University's invoice. University shall submit invoices not more frequently than monthly as specified by the County for its services under this Agreement, as are listed on the budget document attached as Exhibit B. The County shall pay such invoices in a timely manner.

3. **Independent Contractor.** The University shall work as an independent contractor and not as an employee of the County. Based upon its expertise and knowledge, University shall be subject to the direction of the County only as to the type of services to be rendered and not as to the means and methods for accomplishing the result. University shall report all earnings received hereunder as gross income and be responsible for its own Federal, State and Local withholding taxes and all other taxes, and operate its business independent of the business of the County, except as required by this Agreement, and may continue to conduct consulting work for other clients without prior consent of the County subject to the restriction on the receipt of County funds from more than one source.

4. **Terms.** This Agreement shall be effective March 19, 2012, and terminate on December 31, 2012.

5. **Assignability.** University shall not assign the performance of any services to be provided under this Agreement without the written consent of the County.

6. **Liability and Indemnification.** No party to this Agreement shall assume any liability for the acts of any other party to this Agreement, its officers or employees or agents

and University agrees, to the fullest extent permitted by law, to indemnify, defend and hold the County harmless from any and all claims, liabilities, damages, costs (including reasonable attorney's fees directly related thereto) including but not limited to violation of civil rights and/or bodily injury to or death of any person and for damage to or destruction of property if and to the extent caused by the negligence, willful misconduct or omissions of University, its officers, employees or agents during the performance of this Agreement.

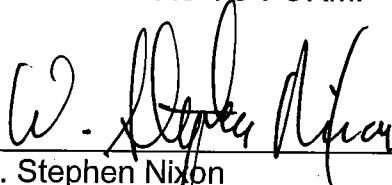
8. **Default and Termination.** If University shall default in the performance or observation of any term, or condition of this Agreement, the County shall give University written notice setting forth the default. If said default shall continue by University for 10 days after receipt of the notice, the County may at its election terminate the contract and withhold any payments not yet made to University. Said election shall not in any way limit the County's rights to seek other legal redress and this Agreement may be terminated by the County upon thirty (30) days written notice.

9. **Conflict of Interest.** The University expressly warrants that no officer or employee of the County, whether elected or appointed, shall in any manner whatsoever be interested in or receive any benefit from the profits and emoluments of this Agreement with the knowledge of the University.

10. **Incorporation.** This Agreement, together with the terms of RFP 73-11 incorporates the entire understanding and agreement of the parties, provided that should there be a conflict between a provision of the Agreement and a provision of Exhibit A and B, the provision of this Agreement shall govern, except as specifically modified by the University's written exceptions to RFP 73-11, which were attached as Exhibit F to the University's response submittal.

IN WITNESS WHEREOF, the County and Contractor have executed this Agreement
this 18 day of April, 2012.

APPROVED AS TO FORM:


W. Stephen Nixon
County Counselor

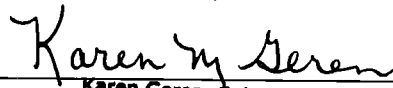
JACKSON COUNTY, MISSOURI

By 
Michael D. Sanders
County Executive

ATTEST:

CURATORS OF THE UNIVERSITY OF
MISSOURI - COLUMBIA

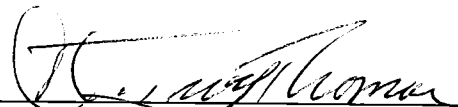

Mary Jo Spino
Clerk of the Legislature

By 
Karen Geren, Submissions Specialist
Sponsored Programs Administration
Title _____
Federal Tax I.D. 43-6003859
UMC Project ID
00036941

REVENUE CERTIFICATE

I hereby certify that there is a balance otherwise unencumbered to the credit of the appropriation to which this Agreement is chargeable, and a cash balance otherwise unencumbered in the treasury from which payment is to be made, each sufficient to meet the obligation of \$15,723.18, which is hereby authorized.

April 11, 2012
Date

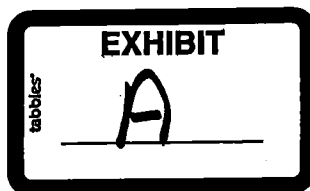

Director of Finance and Purchasing
Account #008-4401-56080

44012012004



**Institute of Public Policy
Truman School of Public Affairs
University of Missouri**

137 Middlebush Hall
Columbia, MO 65211-6100
PHONE (573) 882-1739
FAX (573) 884-4872
EMAIL truman@missouri.edu



Project
COMBAT Evaluation Services

Submission Date
November 29, 2011



Institute of Public Policy
Harry S Truman School of Public Affairs
University of Missouri



November 29, 2011

Mr. Troy Thomas
Purchasing Department
415 East 12th Street
Kansas City, MO 64106

Dear Mr. Thomas,

I am pleased to submit the Institute of Public Policy's proposal for COMBAT Evaluation Services. This proposal outlines the qualification of the Institute of Public Policy to carry out a 4 phase evaluation project of COMBAT funded programs. This approach will provide the necessary evaluation data in the most efficient and effective manner possible to assess the ability of COMBAT funded programs to evaluate COMBAT measures of interest.

If you have questions for either me or a representative of the University, please use the contact information listed here.

Contact	Organization
Elizabeth Pafford, MPA Policy Analyst Truman School of Public Affairs Institute of Public Policy 137 Middlebush Hall Columbia, MO 65211 Phone: 573-882-5835 Fax: (573) 884-4872 pafforde@missouri.edu	Curators of the University of Missouri Office of Sponsored Programs Administration 310 Jesse Hall University of Missouri-Columbia Columbia, MO 65211 Telephone: (573) 882-7560 Fax: (573) 884-4078 Email: grantsdc@missouri.edu

Sincerely,

Elizabeth Pafford, MPA



I. Institute of Public Policy Background

The Institute of Public Policy (IPP) was founded in 2000 by the Truman School of Public Affairs (TSPA) at the University of Missouri and designated as the research and public service arm of the organization. Overseen by the director of TSPA, the evaluation services of the IPP provide knowledge and understanding of issues facing the state of Missouri that can be used by decision makers to determine funding and policy priorities.

The IPP possesses the ability to provide the services required for the evaluation of COMBAT's prevention programming. Within the University system, several departments provide support to the success of the IPP. The Office of Sponsored Programs and TSPA's fiscal office provides contract and fiscal oversight. These offices work closely with IPP staff and clients. Information technology capabilities are also very important for providing efficient and reliable services. TSPA's IT department and the computer skills of IPP staff make it possible to conduct online surveys, utilize multimedia communications and manage secure databases. In addition, the Institute has secured and executed numerous evaluation contracts with state, city, county and local agencies since its inception. Long standing clients such as the Missouri Department of Corrections, the City of Columbia, County of Boone, and the Youth Community Coalition demonstrate the Institute's ability to provide high quality evaluation services.

The Institute of Public Policy has experience and expertise in the technical requirements and subject matter to evaluate COMBAT funded programs. Through contracts, the IPP provides evaluation and consultation services for agencies engaged in substance abuse treatment and prevention, education, and criminal justice. The IPP has held many subcontracts with agencies receiving grant dollars through the Department of Health and Human Services and Department of Corrections. These subcontracts include evaluation of evidence-based programs designed to address national outcome measures outlined by the Substance Abuse and Mental Health Services Administration, like those included in the COMBAT measures of interest.

The IPP is unique with its access to a multidisciplinary team of Ph.D. researchers, policy analysts, graduate research assistants and support staff. This wide array of resources allows the IPP to increase the speed, availability and effectiveness of policy analysis, research, training, professional development and evaluation services. The IPP is able to provide clients with multifaceted program

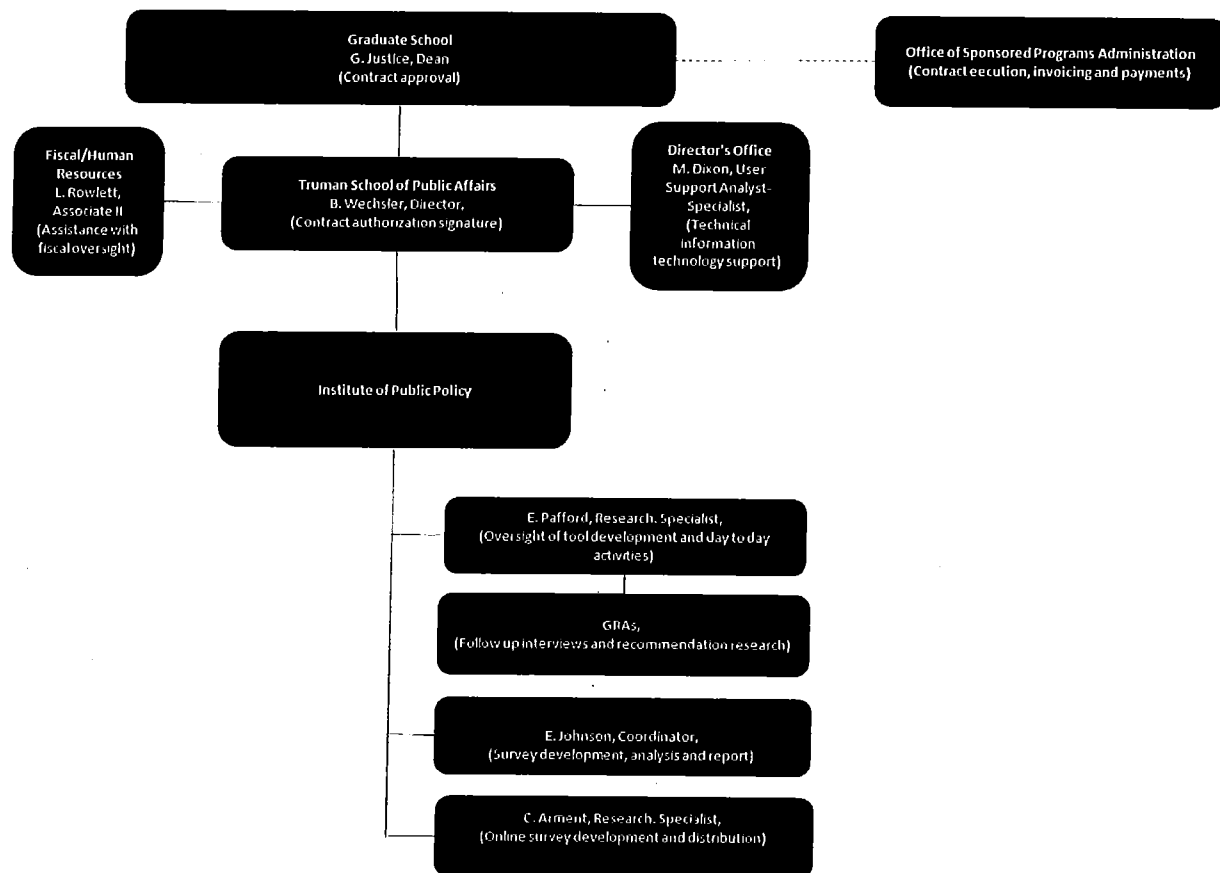


evaluation because of access to these rich resources.

The Institute of Public Policy, Jackson County and the individual community prevention programs will make an excellent partnership for this project. All are dedicated to providing quality work and quality service in the state of Missouri.

II. The Institute's Experience and Qualifications

Organizational chart:





Personnel Roster:

Evaluation Team Member	Role on Project	Key Responsibilities	Location
Elizabeth Pafford, MPA	Principal Investigator (PI)	Ms. Pafford will be responsible for overseeing the development of the evaluation surveys and managing the day to day activities of the contract.	Institute of Public Policy Suite, Middlebush Hall
Emily Johnson, MPA	Project Staff	Ms. Johnson will play a key role in survey development, data analysis and report writing.	Institute of Public Policy Suite, Middlebush Hall
Christian Arment, MPA	Data Software Manager	Mr. Arment will provide technical assistance to the project team for all survey activities utilizing the online data software.	Institute of Public Policy Suite, Middlebush Hall
Casey Parnell, GRA	Graduate Student Staff	Ms. Parnell will conduct follow-up interviews under the guidance of the PI. She will also produce the research base for evaluation process and tool recommendations.	Institute of Public Policy Suite, Middlebush Hall
Josh Meyer, GRA	Graduate Student Staff	Mr. Meyer will conduct follow-up interviews under the guidance of the PI. He will also produce the research base for evaluation process and tool recommendations.	Institute of Public Policy Suite, Middlebush Hall



III. References

Julie Kempker, Assistant Division Director
Missouri Department of Corrections
3400 Knipp Drive
Jefferson City, MO 65109
Phone: 573-751-8488
Email: Julie.kempker@doc.mo.gov

Brian Bowles, Enhanced Re-Entry Program Director
Phoenix Programs, Inc.
10 Leslie Lane
Columbia, MO 65202
Phone: 573-875-8880 ext 2157
Email: bbowles@phoenixprogramsinc.org

Micah Carson, Grants Manager
Preferred Family Healthcare Inc.
101 Adams Street
Jefferson City, MO 65101
Phone: 573-556-6589
Email: mgunter@pfh.org

Steve Hollis, Human Services Division Manager
Columbia/Boone County Public Health and Human Services
1005 W. Worley Street, PO Box 6015
Columbia, MO 65202
Phone: 573-874-7488
Email: SPH@gocolumbiamo.com

Becky Markt, Director of Resident Services
Youth Community Coalition, (YC2)
Columbia Housing Authority
201 Switzler Street
Columbia, MO 65203
Phone: 573-443-2556, X. 1250
Email: bmarkt@ColumbiaHA.com



IV. Technical Approach

It is the goal of the IPP to create an accurate and thorough assessment of each agency's current ability to evaluate the COMBAT measures of interest and make robust recommendations for future evaluation activities. This assessment will be achieved through a four phase process:

1. Data Collection - Online survey and follow-up interview with each agency receiving COMBAT funds.
2. Analysis - All survey and interview data will be analyzed in the second phase to assess each agency's ability to evaluate applicable measures of interest.
3. Evaluation Process and Tool Recommendation - The third phase will involve developing evaluation processes and recommending evaluation tools for each agency.
4. Report Writing, - The IPP will compile the final report including a full description of all data, results and recommendations for each agency.

Agency ability will be measured on multiple dimensions using an adaptation of the McKinsey Capacity Assessment Grid¹ and the Evaluation Capacity Diagnostic Tool², both of which are used to evaluate organization evaluation capacity. These dimensions include:

1. Organizational culture to support evaluation
2. Staff Experience
3. Existing Evaluation Practices
4. Current Data Collection
5. Current Data Storage
6. Current Data Monitoring
7. Current Data Usage
8. Use of Evidence-based Practices

¹ A copy of this tool can be found at: <http://www.vppartners.org/sites/default/files/reports/assessment.pdf>

² A copy of this tool can be found at: http://btw.informingchange.com/uploads/2010/06/BTW-Evaluation-Capacity-Diagnostic-Tool_2010.pdf



Phase 1: Data Collection

Data collection will involve an online survey and a follow-up interview focusing on measuring each agency's ability to measure outcomes on one or more COMBAT measurements of interest. The survey and interview questions will provide data for determining the extent to which agencies have the current ability to evaluate outcomes.

The online survey will be created using Qualtrics³ and administered to workers in each agency most familiar with evaluation activities within the agency. If the agency does not have internet access, paper copies will be provided. The survey will be designed to capture which national outcome measures the agency addresses, which COMBAT measures of interest the agency addresses and the extent to which agencies have capacity in each domain. A sample of questions included in each of the above dimension can be found in appendix A.

The follow-up phone or Skype interview will capture qualitative information about agency goals, current involvement in evaluation, standard evaluation procedures and information systems as well as any missing information from the survey. Specific questions will be emailed or mailed to the agency before the interview. This information will be combined with survey data for a complete assessment of each agency's evaluation abilities.

Phase 2: Analysis

The analysis of data will show which dimensions each agency is sufficiently able to evaluate outcomes. When survey and interviews are complete, the IPP will complete a consensus scoring process where two project staff will review the data and assign scores using a pre-established rubric. (Example of a rubric can be seen in appendix B). Staff will review the scores together and come to a consensus on the final score for each agency in each domain. Every agency will receive a score on each dimension using a scale from 1 to 5 with 1 meaning there is a clear opportunity to increase agency ability and 5 meaning there is a high level of agency ability. Each agency will also receive a composite score which will be the average scores among all dimensions.

³ IPP has extensive experience designing and administering surveys with this easy to use online survey application (<http://www.qualtrics.com/>).



Phase 3: Evaluation Process and Tool Recommendations

To establish evaluation procedures and recommend evaluation instrument(s) for the five categories listed in the RFP (section 3, A-E) the IPP will utilize staff knowledge and conduct a literature review of the current best measurement practices. The recommendation will include detailed information on the tools, instructions on how to administer them, and how to interpret results.

Phase 4: Reporting

The final analysis and recommendations will be presented in a written report and submitted to Jackson County. This report will provide a thorough assessment of each of the agencies currently funded by COMBAT and the COMBAT initiative as a whole.

Activities and Timeline

	2011		2012						
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Contract submitted	X								
Award		X							
Phase One: Data Collection			X	X	X				
Phase Two: Analysis				X	X	X			
Phase Three: Evaluation Recommendations						X	X	X	
Phase Four: Report Writing								X	X

V. Examples of Previous Work

The Institute of Public Policy has successful experience in projects similar to the Evaluation of COMBAT as outlined in the RFP. The following list of projects demonstrates the IPP's expertise in the areas of substance abuse, criminal justice and working with evidence-based programs. The Institute of Public Policy can draw on the experience of these projects in addition to staff expertise to provide the services requested in the RFP.

Agency Evaluations

The City of Columbia and the Heart of Missouri United Way contracted with the Institute of Public Policy to conduct evaluations of their funded social services programs. The evaluations



are conducted with the agencies in a three year cycle. Individual site visits are conducted with each agency to determine the agencies capacity related to other funded programs. The evaluator utilizes information gathered from site visit interviews and observations to determine the agency's capacity level in seven major categories. Categories include: Process and Delivery, Data Management, Performance Measurement, Program Budget, Systems and Infrastructure, Human Resources, and External Relationships. The evaluation final report and presentations of the findings from the evaluation are provided to the City and the United Way in the spring following the evaluation.

Funder: City of Columbia, County of Boone, Heart of Missouri United Way

Project Staff: Emily Johnson, Principle Investigator

Substance Abuse

Preferred Family Healthcare, Inc. (PFH) contracted the Institute of Public Policy to provide a program evaluation of the Portal II substance abuse treatment program. This program expands traditional PFH substance abuse treatment services to 18-24 year old young adults through the creation of an online virtual treatment program. Virtual treatment utilizes a multi-player gaming technology to create online counseling services. The purpose behind this virtual treatment is to eliminate the common barriers people face in accessing treatment such as transportation, childcare, and stigma. Since virtual treatment can be received from one's own home, all that is needed is a computer and an internet connection, both of which PFH is supplying. Preferred Family Healthcare expects to see higher retention and greater outcomes success among those participating in virtual substance abuse treatment. The IPP's evaluation activities include data collection using GPRA tools and providing outcome evaluation against standard SAMHSA measures by using a single group longitudinal design study.

Funder: Department of Health and Human Services: Substance Abuse and Mental Health Services Administration

Project Staff: Elizabeth Pafford, Principal Investigator

Preferred Family Healthcare, Inc. (PFH) contracted the Institute of Public Policy to provide a program evaluation of the Portal Plus substance abuse treatment program. The Portal Plus Program extends virtual substance abuse treatment services by adding additional support through



cell phone technology. Preferred Family Healthcare expects to see higher retention and greater outcomes success among those participating in virtual substance abuse treatment. The IPP's evaluation activities include data collection using GPRA tools and providing outcome evaluation against standard SAMHSA measures by using a single group longitudinal design study.

Funder: Department of Health and Human Services: Substance Abuse and Mental Health Services Administration

Project Staff: Elizabeth Pafford, Principal Investigator

Phoenix Programs, Inc. of Columbia Missouri contracted the Institute of Public Policy to conduct an outcome evaluation of the Enhanced Re-Entry Project (E-REP). This project targets male adult offenders who have spent at least six months in a correctional institution and have a substance use disorder (SUD) or SUD and co-occurring mental illness (COD). The IPP's evaluation activities include data collection using SAMHSA approved GAIN and GPRA tools, and evaluation against standard SAMHSA measures by using a single group longitudinal design study.

Funder: Department of Health and Human Services: Substance Abuse and Mental Health Services Administration

Project Staff: Elizabeth Pafford, Project Coordinator

Crime and Criminal Justice

Missouri Department of Corrections launched the Community Reentry Funding Initiative in 2009 to support local offender reentry efforts in communities throughout the state. For the third year, DOC has contracted with the Institute to provide funding management and evaluation of a statewide, multi-year initiative. The Institute provides process evaluation, initiative-wide impact analysis, and technical support to the awardees. The process evaluation assesses the funded organizations' achievement of their output and outcome objectives. On a larger scale, the Institute will evaluate the initiative's process and utilize data on participating clients to illustrate the impact of the initiative on the recidivism rate. Through the evaluation process, the Institute will collect and analyze data that will be used by the Department and awardees to improve services to offenders that are designed to facilitate their rehabilitation and reentry into the community.

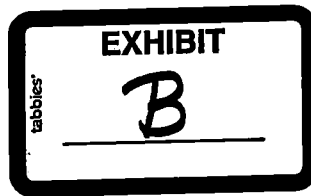


Funder: Missouri Department of Corrections

Project Staff: Emily Johnson, Principle Investigator



Pricing



Budget Categories	Request	Request
<i>Professional Personnel</i>	Salary	Benefits
Principle Investigator	\$3,064.25	\$976.58
Project staff	\$2,516.18	\$801.91
Project staff	\$145.81	\$46.47
Student worker	\$2,083.33	\$0.00
Student worker	\$2,222.22	\$0.00
<i>Total</i>	<i>\$10,031.79</i>	<i>\$1,824.96</i>
<i>Total Professional Personnel</i>		<i>\$11,856.75</i>
<i>Other Direct Costs</i>		
Communications		\$238.00
<i>Total Other Direct Costs</i>		<i>\$238.00</i>
<i>Total Direct Costs</i>		<i>\$12,094.75</i>
F&A (30%)	30.00%	\$3,628.43
Total Costs		\$15,723.18

The proposed budget includes all personnel, direct and indirect costs for the proposed project.

Professional Personnel:

Salary

Elizabeth Pafford's annual salary is \$35,019.96 and she will require 15% of her time for seven months to fulfill her responsibilities on this project. Total salary for Ms. Pafford for this project is \$3,064.25.

Emily Johnson annual salary is \$43,134.59 and she will require 10% of her time for seven months to fulfill her responsibilities on this project. Total salary for Ms. Johnson for this project is \$2,516.18.

Christian Arment's annual salary is \$34,994.08 and he will require 5% of his time for one month to fulfill his responsibilities on this project. Total salary for Mr. Arment for this project is \$145.81.

Students' annual salary is \$5,000. One will require 75% of time and the other 80% of time for 5 months to fulfill their responsibilities on this project. Total salaries for student 1 and student 2 are \$2,083.33 and \$2,222.22 respectively.

Total Salary: \$10,031.79

**Benefits**

The University of Missouri benefit rate is 31.87% for all fulltime employees.

Total Benefits: \$1,824.96

*Other Direct Costs***Communications**

Long distance phone calls are \$0.05/minute. Per the RFP, there will be up to 65 programs to evaluate. Each program will complete a phone interview lasting approximately 60 minutes. In addition, the IPP team expects to have open communication with the funder and has budgeted for phone communication with Jackson County at 30 minutes a month for seven months. In addition, we request a budget for contacting agencies to set up phone interviews and conducting technical assistance. We budgeted 10 minutes per site totaling 650 minutes.

Total Communication: \$238.00

*Indirect Costs***F&A**

It is the policy of the University of Missouri to charge 30% F&A on all salary, benefits and direct project costs.

Total F&A: \$3,628.43

Proposed Budget Total: **\$15,723.18**

UNIVERSITY *of* MISSOURI

OFFICE OF RESEARCH

SPONSORED PROGRAMS ADMINISTRATION

April 4, 2012

Ms. Tedi H. Rowland
Office of the County Counselor
415 E. 12th Street, Suite 200
Kansas City, MO 64106

RE: Project Title: COMBAT
Investigator: Elizabeth Pafford
University of Missouri Project 00036941

Dear Ms. Rowland:

Enclosed please find three originals of the referenced signed on behalf of The Curators of the University of Missouri. Please sign and return one fully executed copy to my attention at the below address.

The University must identify all funding sources, including federal pass-through funding in order to comply with the requirements of OMB Circular A-133 "Audits of Institutions of Higher Education and Other Nonprofit Institutions." Please indicate whether the awarding sponsor is federal or non-federal by completing the requested information on the attached form, sign, date and **return with the fully executed agreement.**

If you should have any questions or require anything additional, please contact Victoria Hillstrom by phone 573.882.1328 or by e-mail at hillstromv@missouri.edu.

Sincerely,



Karen M. Geren
Authorized Signer, Grants and Contracts

Enclosures



UNIVERSITY OF MISSOURI
FUNDING SOURCE FORM

RE: SPONSOR – Jackson County
UMC PROPOSAL/PROJECT NO. – 0033465/00036941
PROJECT TITLE – COMBAT
PROJECT DIRECTOR – Elizabeth Pafford
University of Missouri-Columbia

Is the source of funds provided by this agreement federal pass-through?

[] Yes / ☒ No. If yes, please *identify the federal agency* and *provide the CFDA number* for the project:

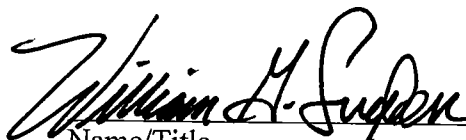
Federal Agency: _____

CFDA No.: _____

In the case of Multiple funding sources (more than one CFDA #), please provide a breakout of funding by CFDA #.

CFDA # _____	Funding amount _____
CFDA # _____	Funding amount _____
CFDA # _____	Funding amount _____
CFDA # _____	Funding amount _____
CFDA # _____	Funding amount _____

The above information is certified correct.

 4/6/2012
Name/Title Date
SENIOR DEPUTY COUNTY COUNSELOR

PLEASE RETURN THIS FORM WITH THE FULLY EXECUTED AGREEMENT.

You may also return it via e-mail to: hillstromv@missouri.edu or via mail to Victoria Hillstrom, Office of Sponsored Programs Administration, 310 Jesse Hall, University of Missouri – Columbia, Columbia, MO 65211-1230.

Funds are from a @ county sales tax dedicated to anti-drug treatment & prevention purposes.