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The National Patient-Centered
Clinical Research Network

The National Patient-Centered Clinical Research Network

REQUEST FOR PROPOSALS FOR PCORNET[®] PERSON-CENTERED ENGAGEMENT COORDINATING CENTER

September 11, 2019

KEY DATES	
Request for Proposal Released	September 11, 2019
Deadline for Letters of Interest and Questions	September 20, 2019
Deadline for Proposals	October 17, 2019
Project Selection Date	November 15, 2019
Project Start Date	December 2 2019
Project Period	December 2, 2019 – September 30, 2010

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About Us

The People-Centered Research Foundation (PCRF) is the Central Office for PCORnet®, the National Patient-Centered Clinical Research Network. PCORnet® is intended to improve the nation’s capacity to conduct health research efficiently by creating a large, highly representative network for conducting clinical outcomes research. PCORnet has been developed with funding from the Patient-Centered Outcomes Research Institute (PCORI®). PCORnet is transforming the culture of clinical research by creating a system driven by the shared needs of people and their families, communities, clinicians, and health system leaders.

PCORnet <https://pcornet.org/> clinical research is conducted:

- A. Through a distributed research Network model (<https://pcornet.org/clinical-research-network/>) that is committed to building a national resource that is accessible via a central gateway to researchers within and outside of the Network;
- B. Through a Network model that encourages and facilitates the sharing of resources and tools, including through an on-line “commons” that is available to the Networks and public;
- C. Using a common data model that standardizes the definition, format, and content of data across participating data Networks so that standardized applications, tools, and methods can be applied to advance quality and consistency;
- D. Using streamlined and standardized mechanisms, including centralized Institutional Review Board (IRB) models (e.g., Streamlined Multi-site Accelerated Resources for Trials (“SMART” IRB) and standardized data use agreements, for the efficient and rapid conduct of research in the Network;
- E. Through a Network model that advances the quality and availability of complete and comprehensive data sets, including through linkages of disparate sources of complementary data; and
- F. In compliance with applicable laws, regulations, and legal requirements, including but not limited to those governing privacy, security, data, research, and human subjects.

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Opportunity Snapshot

PCRF is seeking proposals from applicants interested in supporting and optimizing the implementation and operationalization of a PCORnet Coordinating Center for Person-Centered¹ Engagement (see [Project Scope](#)). This Coordinating Center will not define and design the engagement process but will draw upon current engagement practices of the Network partners and facilitate the exchange of the Network partners' most promising practices. The Coordinating Center's activities will help PCORnet reach its goal of establishing PCORnet as an international thought leader in Person-Centered Engagement. The Coordinating Center will be advised by the PCORnet Engagement Workgroup, consisting of leaders from across PCORnet who have expertise in Patient and Person Engagement and will perform its work at the direction of PCRF.

The goals of this engagement will be to:

- Equip and elevate the capacity of patients, care partners, and community members to shape research and participate in PCORnet activities, including governance at the site, Network, and Steering Committee levels; and
- Equip and elevate the capacity of non-patient stakeholders (e.g., clinicians, health system leaders, industry partners) to work respectfully and productively with researchers, patients, care partners, and community members.

The successful applicant(s) will work in close collaboration with Network Partners to develop, implement, and operationalize the following engagement functions, which fall into two categories.

Coordination

- Facilitate activities that promote “peer-to-peer” learning and cross-Network communication on topics relevant to participant engagement
- Provide technical assistance and training to Network partners
- Work in partnership with the PCORnet Business Development Workgroup to develop Person-Centered Engagement strategies that align with network business development goals and objectives
- Work with the network to align the language and engagement strategies of Person-Centered Engagement with the industry phrase “patient voice” to facilitate a better understanding and clear process for reaching the goals of both in research studies.
- Work with PCORnet study Principal Investigators (PIs) and the engagement teams at networks involved in newly funded PCORnet studies to help ensure that relevant PCORnet patient engagement experts are identified and could be included in PCORnet studies.

¹ For the purposes of this document, we have defined “Person-Centered” as “an individual who is engaged in a research activity as a patient, caregiver, family member, community member, or interest and/or affinity group member.”

Science of Engagement

- Position the Network as a national thought leader on Person-Centered Engagement using various dissemination strategies to highlight theory and method development in engagement
- Using principles from the current and emerging science of engagement, work with the Engagement Workgroup to define and validate metrics and promote accountability and outcomes for meaningful engagement
- Identify and disseminate funding announcements relevant to developing the science of engagement and support the formation of PCORnet-affiliated grant-writing teams to seek such funding.
- Develop processes for approaching newly funded PCORnet Principal Investigators about potentially embedding engagement science into their studies, as feasible per study design and resource constraints.

In addition and in the case of multiple awards under this RFP, PCRF is seeking applicants who have the skills and experience to oversee and manage the multiple contractors that will comprise this Coordinating Center. (see *Project Management Plan*)

An assessment of PCORnet's engagement capabilities was completed in September 2019. For background and context, click [here](#).

Prospective applicants must submit brief (one page) non-binding letters of interest including primary contact, email address, phone number, and address. Letters should indicate the tasks for which prospective applicants are considering applying. Prospective applicants may submit questions regarding the RFP to info@pcrfoundation.org with the subject **PCORnet Coordinating Center – Engagement Function RFP** no later than **5 pm (ET) on September 20, 2019**.

Applications should be submitted through [SmartSimple](#) no later than **5 pm (ET) on October 17, 2019**.

For the tasks described in this RFP, PCRF has \$800,000 available and may make **one or multiple awards** for the **Coordinating Center – Engagement Function**. Applicants may apply for one, several, or all tasks. We encourage, but do not require, partnerships among vendors to address both the Coordination and Science of Engagement functions.

Background

Convened in April 2019, a PCORnet Engagement Workgroup—comprised of senior engagement leaders across the Network, which includes PCRF, each of the 9 Clinical Research Networks (CRNs) and 2 Health Plan Research Networks (HPRNs), staff from the Patient Centered Outcomes Research Institute (PCORI), and other Coordinating Centers²—was charged with articulating the vision for Person-Centered engagement as PCORnet seeks to become the quintessential research network for people-centricity. (see Appendix A for a roster of Workgroup Members)

Discussions with the Engagement Workgroup were framed using the following questions.

1. What should engagement look like across PCORnet?
2. What should be the guiding principles that inform the ways we engage all stakeholders across the entire network?
3. What could/should be done to ensure its ease for patients, caregivers, and other stakeholders to fit into the overall research process?
4. What would a system look like that allowed patients and other stakeholders to find answers to questions and share the resources of the Network to get them to the answers they need when they need them?

The Engagement Workgroup provided extensive input in the development of this Request for Proposals (RFP)—through a survey response, phone calls, emails, and collaborative document reviews—for which this RFP seeks applicants.

The Workgroup recognized that each CRN and HPRN has developed and implemented unique plans for Engagement that reflect local expertise, knowledge, and constraints. Therefore, the central challenge for the Engagement Coordinating Center is to support these localized approaches, while working to create opportunities for sharing best practices and communal learning across the Network. In addition, the Coordinating Center will work collaboratively across PCORnet (CRNs, HPRNs, PCRF, and the other Coordinating Centers and workgroups) to define metrics for high-quality, effective Person-Centered engagement that can be adopted and operationalized across the Network's 70 sites.

Finally, we believe that the Patient-Centered mission of PCORnet is a market differentiator and, as such, the Engagement Coordinating Center must consider activities that leverage this feature for marketing PCORnet to industry and other funders and ensuring that the business development efforts of the Network are infused with the values and principles of Person-Centered engagement.

² In addition to the Engagement Coordinating Center, which is the subject of this RFP, there are two other Coordinating Centers housed at the Duke Clinical Research Institute (DCRI) and Harvard Pilgrim Health Care Institute (HPHCI) focused on Network coordination and data management.

Project Purpose and Goals

The purpose of this Coordinating Center is to improve and advance PCORnet, specifically, and healthcare research, generally, by building on the existing Person-Centered Engagement activities in the Network, facilitating peer-to-peer learning through a variety of means (e.g., discussions with key personnel across the Network, developing and implementing communications platforms for cross-Network communication, listservs), expanding the science of engagement, working to integrate patient perspectives into research projects, and defining metrics and promoting accountability for meaningful engagement across the Network. All strategies employed by this Coordinating Center must be measurable to evaluate the effectiveness of the Network's work. The Coordinating Center will:

1. **DEFINE PCORNET PRINCIPLES OF ENGAGEMENT:** Based on your knowledge of existing principles of engagement (e.g., Patient Empowerment Network, National Health Council, etc), work with the Engagement Workgroup to develop principles of engagement customized to the needs and goals of the Network.
2. **CURATE AND FOSTER EXCHANGE OF ENGAGEMENT BEST PRACTICES:** Engagement leaders across PCORnet will be activated to shape, create, and advise PCORnet on innovation in patient-partnered research and informed best practices and key learnings will be shared in a frequency and format to optimize uptake.
3. **TRAIN AND SUPPORT:** Person-Centered involvement in Network research, projects, and governance will be accelerated and supported through increasingly sophisticated levels of training.
4. **SUPPORT BUSINESS DEVELOPMENT:** In partnership with the PCORnet business development team, patient participants will be equipped and supported to both initiate and respond to business opportunities
5. **DEFINE METRICS AND PROMOTE ACCOUNTABILITY FOR MEANGINGFUL ENGAGEMENT ACROSS PCORNET:** Use principles from the science of engagement to define and validate performance metrics and provide tools for PCORnet to ensure accountability for meaningful engagement across the Network.
6. **WORK WITH PCORNET STUDY PIs AND ENGAGEMENT TEAMS:** PIs and engagement teams will embed engagement science into their studies, if appropriate, and relevant PCORnet patient partners will be integrated into PCORnet studies.

Application and Submission Information

Eligibility

- A. Applicants must agree to comply with PCORnet governance and policies, including those that will collaboratively be developed and adopted by the PCORnet Steering Committee during the contract project period.
- B. Applicants must have existing capabilities, tools, personnel, and resources to execute the tasks without significant onboarding requirements (i.e. ability to initiate work under this contract within one month of award).

Application Due Date

Applications must be submitted in [SmartSimple](#) by **October 17, 2019 by 5:00 PM (ET)**.

Late applications will not be accepted. Incomplete applications will not be considered. Applications that do not adhere to format instructions will not be considered.

Submission Guidelines

The contractor/organization is advised that its proposal, if accepted by PCRF, will form a binding agreement (a contract with accompanying Statement of Work). Therefore, care must be taken to properly address the requirements set forth in this RFP. This is to assure completeness and suitability for both evaluation purposes and the cohesiveness of the resulting agreement. Please be sure that the proposal explains how your organization will fully satisfy all requirements of the intended agreement and Statement of Work.

All text should be Arial or Times New Roman font, no less than 11-point, single-spaced with one-inch margins. Graphics and tables may be included.

A complete submission should be organized into the following four (4) sections:

1. Administrative

Each submission must include a cover letter that includes the following information:

- Applicant's name and mailing address
- Reference to the RFP (***PCORnet Coordinating Center – Engagement Function RFP***)
- Project and contract points of contact (name, phone number, and e-mail address)
- Affirmation that the proposal is valid for at least 30 days

2. Proposal (22-page limit)

- Approach (up to 14 pages for all tasks; 2 pages per task)
- Project Management Plan (up to 5 pages)

- Past Performance (up to 3 pages)

3. *Key Personnel and Organizational Qualifications*

- Resumes or bio sketches of up to 3 key personnel (4-page limit, for each person)
- Organizational capabilities and experience (up to 4 pages)

4. *Budget*

Please use the budget template in [Appendix B](#) to develop a budget for the -month award and project period. Upon submission, upload the budget into SmartSimple as an Excel file.

For subcontracted organizations (if applicable), include additional budget worksheets ensuring the appropriate timeframe of performance is included in the calculation (e.g. FTE, if applicable).

If you propose to include additional contractors/organizations, please preserve the embedded formulas for all included worksheets so the last worksheet calculates the total for all sites correctly.

The contractor/organizations will be required to submit Interim Progress Reports that describe at a minimum, the technical progress per the requirements of the agreed-upon Statement(s) of Work. The contractor/organization will also be required to provide a final report which shall consist of the work performed under this project and results obtained for the entire period of performance. The report shall provide details to comprehensively describe the results achieved and should be submitted before the last day of the project performance period.

Application Review

Applications will be evaluated by PCRF staff and engagement partner expert reviewers. Reviewers names and affiliations will be disclosed following receipt of applications. Described in detail below, reviewers will consider:

1. Fit of proposed approach.
2. Fit of proposed project management plan
3. Experience of project leaders.
4. Demonstrated past performance as it relates to the Person-Centered engagement functions outlined in this RFP.

After applications have been reviewed, PCRF will present a summary of the review and recommendations for funding to the PCORnet Engagement Workgroup and PCRF Board of Directors.

Unsuccessful applicants will receive a brief written summary of their proposal's review.

Proposal Evaluation Criteria

Proposals will be evaluated using the following criteria and factors indicated below:

Category	Weight of Rating Factor
Approach	40%
Project Management	20%
Key Staff and Organizational Qualifications	20%
Past Performance	20%

Approach

The applicant must provide a detailed plan that includes a description of the proposed approach and a detailed task plan, including deliverables and timelines, addressing the requirements of the tasks for which it is applying. The approach must describe what events/activities are envisioned, what resources you will need from PCORnet (e.g., documents, Engagement Workgroup input) to accomplish the tasks, and demonstrate how the proposed approach will accomplish the objectives specified.

Project Management Plan

The applicant shall propose a comprehensive Project Management Plan for the tasks for which it is applying. The Project Management Plan must give PCRF a high degree of confidence that the applicant has a robust plan for conducting the tasks and submitting high-quality deliverables and should feature clear actionable strategies and timeframes for accomplishing the requirements and objectives. In addition, the Project Management Plan should address the approach to managing a project of this size and complexity, with multiple, diverse stakeholders, including the Network and subcontractors, with whom the successful applicant(s) will need to work collaboratively. It shall describe the overall plan for organizing, staffing, and managing the tasks; how organizational roles and responsibilities will be divided and decisions made; how work will be monitored to meet PCRF's requirements; and how the plan will be fully integrated with the requirements of the RFP.

If using subcontractors, the Project Management Plan shall describe in detail the roles of the subcontractors and the tasks they will lead and/or support. We expect that subcontractors' scopes of work will be clearly associated with roles consistent with that required in the proposal.

If applying to manage multiple awardees, the plan should address your qualifications and experience managing multiple, independent entities and include a detailed description of your approach.

Please include an organizational chart of the project team that demonstrates levels of effort of named personnel, reporting lines, and areas of responsibility and any other graphics needed to provide the

evaluators a clear picture of project execution and flow.

Key Staff Qualifications and Organizational Capabilities

Personnel proposed must demonstrate core expertise in the tasks anticipated and be accountable for the ultimate success of the project. If the use of teaming partners and/or sub-contractors is proposed, clearly articulate their roles and demonstrate their relevant experience. `

Resumes or bio sketches shall be provided in an appendix for the named key personnel and shall demonstrate experience in similar positions on prior projects/contracts that are relevant to the scope and complexity contemplated.

Describe your organization's capabilities to perform the engagement task(s) proposed, previous work and experience for similar projects, and financial sustainability. Describe your organization's ability, experience and dependability to initiate, complete, support and manage the tasks, as well as your organization's ability to execute subcontracts in a timely fashion and prior experience with conducting work in concert with subcontractors.

Past Performance

The applicant is expected to demonstrate its previous experience in providing the requirements outlined in this RFP. PCRf's intent is to determine whether the applicant has performed services and functions relevant in scope and complexity with the requirements set forth in applicant's proposed approach and whether the applicant consistently delivered quality services in a timely manner.

Past performance must be for projects which are ongoing or completed within the last five (5) years and should reflect projects with a similar size, scope, or complexity under this agreement. Please include three references from key organizations for which you completed similar work. References should include the following information along with descriptions of the projects and experiences with your organization:

- Agreement/Contract Name
- Agreement/Contract Description (1-3 paragraphs)
- Duration (including Start Date and Completion Date – both targeted and actual)
- Point of Contact, Telephone Number, and Current E-Mail

Past performance will be evaluated based on the applicant's relevant similar experience during the past five (5) years. The information presented in the proposal, together with information from any other sources available to PCRf, will be used in the evaluation of past performance.

Budget

A review of the applicant's proposed budget will be made to determine if it is realistic for the work to be performed, reflects a clear understanding of the requirements, is consistent with various elements of the proposal, and is within the allotted funds available.

The basis for award will be the proposal that offers the best value, weighted across the criteria.



Proposals that are unrealistic in terms of approach or scheduled commitments, or unrealistically high or low in terms of price/cost, may be deemed to be reflective of an inherent lack of technical competence, or indicative of a failure to comprehend the complexity and risks of the proposed work and may be grounds for rejection of the proposal.

An award will be made to the applicant(s) who propose the best value with the approach being most concurrent with PCORnet's structure, needs, and funding.

Period of Performance

The period of performance for the contract will be **ten (10) months** after the date of award with an expected project period of **December 2, 2019 – September 30, 2020**.

Fixed Price Contract

Applicants may respond to one, some or all tasks in this RFP. PCRF expects to award **one (1) or more contracts** to fulfill the tasks in this RFP. Offerors may include collaborators (as subcontractors) who have expertise in on or more of the tasks. If PCRF makes more than one award, awardees shall commit to collaborate with each other to fulfill the overall engagement functions in this RFP. This RFP provides a description of the work required to be performed over the agreement period. Contractors/organizations must be able to perform the activities described herein.

Project Scope and Requirements

OVERVIEW OF PROJECT APPROACH: Describe your approach to the project. How will you successfully engage the PCORnet partners? How will you engender the necessary trust and credibility with the Network partners in order to be successful? How will you allow for the inherent variation in approaches to Person-Centered Engagement across the Network, while moving PCORnet forward as an entity to meet the requirements of this project. How will you communicate with PCRF throughout the project? Be specific.

TASK 1. DEFINE PCORNET PRINCIPLES OF ENGAGEMENT. Based on your knowledge of existing principles of engagement (e.g., Patient Empowerment Network, National Health Council, CTTI, etc), work with the Engagement Workgroup to develop principles of engagement customized to the needs and goals of PCORnet. Many sets of principles exist; which ones will you draw from to inform your thinking? How will you collaborate with the Engagement Workgroup and engage others at each CRN and HPRN who have expertise in this area? How will you consider the unique nature of PCORnet’s distributed network in identifying and defining these overarching principles?

TASK 2. CURATE AND FOSTER EXCHANGE OF ENGAGEMENT BEST PRACTICES. This task will require a deep-dive assessment of existing Network-developed products, services, resources, tools, and trainings that can be leveraged to boost capacity and support the goals of engagement between patients and researchers across the Network. There are several intended audiences – PCORnet patients, care partners, and community members; clinicians; health system leaders; industry partners; and PCORnet researchers who want to effectively engage patients. Please describe how you will conduct such an assessment across our Network. How will you efficiently and effectively execute your work? How will you define the value proposition of patient engagement for each group? How will you prioritize product, service, and training needs? How will your approaches to the audiences differ? How will they be similar? How will you work collaboratively with PCRF, the PCORnet Steering Committee, Engagement Workgroup, and CRNs and HPRNs? How will you curate the existing services, resources, tools, and trainings to boost capacity and support increased participation, retention, inclusivity, and overall engagement across PCORnet?

TASK 3: SHARE ENGAGEMENT BEST PRACTICES. For this task, please describe how you will develop and implement an internal (i.e., within PCORnet) communications strategy, working collaboratively with PCORnet’s existing communications functions. What methods will you use? For example, internal document management system, monthly communications such as newsletters, webinars, or town hall style meetings. What information will be shared and with whom?

TASK 4: TRAIN AND SUPPORT PCORNET ENGAGEMENT STAKEHOLDERS. Please describe your approach to engaging patients, CRNs and their sites, HPRNs, the other Coordinating Centers in trainings and other support activities. How will you identify topics that are both compelling and necessary? Given your experience, what topics should be covered? How will you identify those who could benefit from additional specific trainings? How will you activate participation among busy individuals who have competing priorities? How will you define topics for additional resources, trainings, and support that are absent or

poorly executed? Please include a “matchmaking” process between available patients/caregivers and researchers in your approach.

TASK 5: BUSINESS DEVELOPMENT. Through this Coordinating Center contract, PCRF is looking for greater connection between the engagement activities of PCORnet and the needs of industry partners and funders. We believe that the Person-Centered mission of PCORnet differentiates us among other potential sources of clinical data. In this task, we are interested in an approach that will result in more effective business development. This may include identifying and disseminating funding announcements relevant to developing the science of engagement, supporting the formation of PCORnet-affiliated grant-writing teams to seek funding, and developing a clearer value message for industry funders or increased PCORnet visibility at key conferences. Please be specific about how the activities you propose can be linked more closely to business development and made more compelling to industry and funding partners. How will you develop engagement strategies that align with business goals and objectives? How will you establish ethical guidelines and standards that protect the interest of patients and other stakeholders as we partner with industry? How will you ensure that business development is infused with the values and principles of Person-Centered engagement? How will you measure success?

TASK 6: DEFINE METRICS AND PROMOTE ACCOUNTABILITY FOR MEANINGFUL ENGAGEMENT ACROSS PCORNET. The successful consultant will work with the Engagement Workgroup to develop a refreshed framework for meaningful engagement starting with the PCORnet Patient Partnership Framework. In this task, the consultant will also develop engagement guidelines for studies seeking PCORnet study designation. How will you work with the Workgroup? Are there other Engagement tools that you will consider? How will you develop and track key indicators to identify improvement over time?

TASK 7: WORK WITH PCORNET STUDY PIs AND ENGAGEMENT TEAMS. The goal in this task is to operationalize the learnings in the previous tasks into action by working with the PIs of newly funded studies to employ the principles of Engagement and tools developed by PCORnet engagement teams in the specific research projects of the Network. How will you work with the study teams in the proposal stages and throughout the projects? We anticipate that there will be 12 studies throughout the contract period.

APPENDIX A: ENGAGEMENT WORKGROUP ROSTER

Network	Members	Role
ADVANCE	Anna Templeton	Engagement Core Lead
ADVANCE	Terisa James	Executive Vice President of Community Initiatives and Fund Development at HCN
GPC	Kim Kimminau	Lead Patient Engagement Officer
INSIGHT	Carol Horowitz	Senior Engagement Director
OneFlorida	Katie Blackburn	
REACHnet	Upama Aktaruzzaman	Senior Engagement Director
STAR	Neely Williams	Steering Committee Member, Senior Patient Representative
PaTH	Megan Hamm	Senior Engagement Director
PaTH	Kathleen McTigue	CRN Principal Investigator and Steering Committee Vice Chair
PCORI	Claudia Grossmann	Senior Program Officer
PCRF	Donna Cryer	Interim Executive Director
PCRF	Valerie Barton	Chief Data Strategy Officer

APPENDIX B: BUDGET TEMPLATE

Engagement Coordinating Center Name		Use your Fringe Benefit Rate. Salaries are capped at the PCORI maximum of \$200,000. The maximum indirect rate is 10%; if your rate is lower, observe the lower rate.			
Engagement CC Contact (Name and Phone Number)					
Engagement CC Administrative Contact (Name and Phone Number)					
Complete a detailed budget for the Engagement CC, including any subcontracted organizations and individuals. Clearly describe the duties that each listed role will have (as applicable), in detail, ensuring there is alignment between the roles. The same person may fulfill multiple roles; in this case, indicate the percent time they spend in each role according to those listed below. Do not delete unused rows.					
PERSONNEL: Enter dollar amounts requested (omit cents) for salary requested and fringe benefits.					
CC Budget	Description of What Requested Funding will Support	Salary	Full Time Equivalent (FTE) in %	Fringe Benefits Rate in %	Total Cost
Define PCORnet Principles of Engagement					
Staff Name/Title/Role		\$ -	0%	0%	\$ -
Staff Name/Title/Role		\$ -	0%	0%	\$ -
SUBTOTAL Principles of Engagement (Salary + Fringe)					\$ -
Curate and Foster Exchange of Engagement Best Practices					
Staff Name/Title/Role		\$ -	0%	0%	\$ -
Staff Name/Title/Role		\$ -	0%	0%	\$ -
Staff Name/Title/Role		\$ -	0%	0%	\$ -
SUBTOTAL Curate and Foster (Salary + Fringe)					\$ -
Share Engagement Best Practices					
Staff Name/Title/Role		\$ -	0%	0%	\$ -
Staff Name/Title/Role		\$ -	0%	0%	\$ -
Staff Name/Title/Role		\$ -	0%	0%	\$ -
SUBTOTAL Share Best Practices (Salary + Fringe)					\$ -
Train and Support PCORnet Engagement Stakeholders					
Staff Name/Title/Role		\$ -	0%	0%	\$ -
Staff Name/Title/Role		\$ -	0%	0%	\$ -
Staff Name/Title/Role		\$ -	0%	0%	\$ -
SUBTOTAL Train and Support (Salary + Fringe)					\$ -
Business Development					
Staff Name/Title/Role		\$ -	0%	0%	\$ -
Staff Name/Title/Role		\$ -	0%	0%	\$ -
Staff Name/Title/Role		\$ -	0%	0%	\$ -
SUBTOTAL Business Development (Salary + Fringe)					\$ -
Staff Name/Title/Role		\$ -	0%	0%	\$ -
Staff Name/Title/Role		\$ -	0%	0%	\$ -
Staff Name/Title/Role		\$ -	0%	0%	\$ -
SUBTOTAL Define Metrics and Promote Acct (Salary + Fringe)					\$ -
Work with PCORnet Study PIs					
Staff Name/Title/Role		\$ -	0%	0%	\$ -
Staff Name/Title/Role		\$ -	0%	0%	\$ -
Staff Name/Title/Role		\$ -	0%	0%	\$ -
SUBTOTAL Work with PIs (Salary + Fringe)					\$ -
Multiple Award Project Management					
Staff Name/Title/Role		\$ -	0%	0%	\$ -
Staff Name/Title/Role		\$ -	0%	0%	\$ -
Staff Name/Title/Role		\$ -	0%	0%	\$ -
SUBTOTAL Multiple Award PM (Salary + Fringe)					\$ -
TOTAL DIRECT LABOR AND FRINGE		\$ -	0%	0%	\$ -
TOTAL TRAVEL		\$ -			\$ -
Other Direct Costs					
Describe		Unit cost not requested. Only provide total cost.			\$ -
Other ODC - List/describe if applicable					\$ -
TOTAL OTHER DIRECT COSTS					\$ -
SUBTOTAL					\$ -
Subcontractors (add a sheet to detail subcontractor name, role, description of tasks and budget, if applicable)		Unit cost not requested. Only provide total cost.			\$ -
INDIRECT COST for Subcontracts		Capped at sum of 10% of the first \$25,000 of each subcontract -- manually complete if applicable			\$ -
INDIRECT COST for Engagement function		Capped at 10% of subtotal			\$ -
TOTAL (Directs + Indirects)					\$ -