



*Champions For Our Children*

BEST START LA  
BABY FRIENDLY HOSPITALS  
REQUEST FOR QUALIFICATIONS (RFQ)

**Los Angeles County Children and Families First –  
Proposition 10 Commission (aka First 5 LA)**

**RELEASE DATE: June 18, 2009**



*Champions For Our Children*

**FIRST 5 LA  
BEST START LA BABY-FRIENDLY HOSPITAL PROJECT**

**REQUEST FOR QUALIFICATIONS  
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## I. TIMELINE

The RFQ process will operate along the following timeline: (Note: First 5 LA reserves the right to modify the stated schedule of events at any time.)

Date	Activity
June 18, 2009	Release of RFQ
June 29, 2009	Information Meeting/Bidders' Conference Time: 2:00 pm Location: First 5 LA offices 750 N. Alameda Street Los Angeles, CA 90012
July 29, 2009	Last Day to Submit Questions to First 5 LA
<b>July 30, 2009</b>	<b>Cover Letter, resume and required documents due to First 5 LA by 5:00pm</b>
Week of August 24, 2009	Interviews (candidates selected for interviews will be contacted with exact date & time)
August 31, 2009	Notify Selected Consultant of Final Decision
September 1, 2009	Contract Negotiations Begin
October 1, 2009	Contract Begins

All questions and requests for additional information regarding this RFQ must be received in writing by First 5 LA by July 29, 2009. First 5 LA reserves the sole right to determine the timing and content of the responses to all questions and requests for additional information.

Questions and information requests can be submitted to:

Lucy Lin, Program Officer  
E-mail: [babyfriendly@first5la.org](mailto:babyfriendly@first5la.org)

## **II. BACKGROUND**

### **A. FIRST 5 LA**

In 1998, California voters passed a statewide ballot initiative Proposition 10: The California Children and Families First Act of 1998. Effective January 1, 1999, Proposition 10 added a 50-cent tax on all tobacco products for the purpose of promoting, supporting, and improving the early development of children from the prenatal stage through age five. The resulting tax revenues were earmarked for the creation of a comprehensive system of information and services to advance early childhood development and school readiness within each county in California. In Los Angeles County, First 5 LA was formed as a public entity to develop and oversee various early childhood initiatives and to manage the funding from Proposition 10 (<http://www.first5la.org/>). To address the needs of underserved communities, the Commission in 2004 adopted The *Next Five* Strategic Plan (FY 2004-2009), focusing on the goal areas of Early Learning, Health, and Safety.

First 5 LA has embarked on the development and implementation of Best Start LA (BSLA) with the purpose and goal to increase the number of children who achieve appropriate social, emotional, cognitive, language, physical, and motor developmental milestones to the best of their potential. The purpose of Best Start LA is to optimize the social, emotional, cognitive, language, physical, and motor development of our youngest children within the context of the multiple environments that affect their development: (1) Pregnancy; (2) Nurturing Relationships; (3) Family; (4) Early Care and Education; (5) Early Intervention and (6) Neighborhoods and Communities.

### **B. Best Start LA Overview**

Best Start LA is innovative in its focus on integrating family, community, and organizational-strengthening strategies with the flexibility required to be successful in five diverse communities found within Los Angeles County. Best Start LA is designed to both strengthen the integration of existing First 5 LA investments and to address the need to make additional investments using the best available evidence of what works as a key criterion. The long-term vision is a Best Start LA model that is sustainable and scalable for all communities in the county.

Through Best Start LA, First 5 LA is launching a broad based partnership with families, community organizations, government agencies, funders, elected public officials, civic organizations and neighborhood associations who share First 5 LA's commitment to create "baby and toddler friendly" neighborhoods and communities. Best Start LA communities will positively contribute to the well being of its members by emphasizing the role communities can and will play in strengthening and linking existing community, organizational, and family assets and in developing new assets to achieve Best Start LA outcomes.

Breastfeeding promotes optimal health, cognitive development, and bonding of infant-mother, an outcome of Best Start LA. Breastfeeding mothers need support and skilled assistance in the hospital to ensure that good initiation of breastfeeding. The BSLA Baby-Friendly Hospital Project will be a direct complement to other Best Start LA components as

it will enhance and support a continuum of care to improve initiation and duration of breastfeeding by improving breastfeeding policies and procedures in birthing hospitals across the county.

### **C. BREASTFEEDING**

There is overwhelming scientific evidence that breast milk is the optimal food for infants and provides numerous health benefits to the infant and mother. However, most babies are not breastfed due to different causes. The strongest risk factors for early breastfeeding termination are late breastfeeding initiation and supplementing the infant<sup>1</sup>, making imperative that hospitals adopt and follow institutional policies that protect, promote and support breastfeeding. Institutional changes in maternity care practices effectively increase breastfeeding initiation and duration<sup>2</sup> as most children are born in a hospital or birthing center.

Unfortunately, in Los Angeles County, the 2007 average exclusive hospital breastfeeding rate at discharge is 24.1%, compared with California's rate of 42.7%.<sup>3</sup>

The *Baby-Friendly Hospital Initiative* (BFHI) is a global program sponsored by the *World Health Organization* (WHO) and the *United Nations Children's Fund* (UNICEF) to encourage and recognize hospitals and birthing centers that offer an optimal level of care for lactation. In the United States, birth facilities that have achieved Baby-Friendly Hospital Initiative (BFHI) designation typically experience an increase in breastfeeding rates.<sup>4</sup> There is a relationship between the number of BFHI's "Ten Steps to Successful Breastfeeding" in place at a birth facility and a mother's breastfeeding success. These "Steps" are policy changes to implement changes in practices within the hospitals.

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<sup>1</sup> DiGirolamo AM, Grummer-Strawn LM, Fein S. Maternity Care Practices: Implications for Breastfeeding. *Birth* 2001. Vol 28 No 2. 94-100.

<sup>2</sup> Fairbank, L, et al. A systematic review to evaluate the effectiveness of interventions to promote the initiation of breastfeeding. *Health Technology Assessment* 2000; 4(25):1-171.

<sup>3</sup> California Department of Public Health. *California In-Hospital Breastfeeding as Indicated on the Newborn Screening Test Form Statewide, County and Hospital of Occurrence: 2007*

<sup>4</sup> Philipp BL, et al. Baby Friendly Hospital Initiative improves breastfeeding initiation rates in a U.S. hospital setting. *Pediatrics* 2001; 108(3):677-81.

### III. BABY-FRIENDLY HOSPITAL PROJECT

The First 5 LA Board of Commissioners recognize the great need in LA County to improve breastfeeding rates. This BLSA Baby-Friendly Hospital Project is a key activity for Best Start LA with a total allocation of up to **\$10,500,000**.

It is well established that breastfeeding promotes optimal health, cognitive development, and bonding of infant-mother, an outcome of Best Start LA (BSLA). Breastfeeding mothers need support and skilled assistance in the hospital to ensure good initiation of breastfeeding. For many women, the hospital is the only source of breastfeeding support and education. Exclusive breastfeeding during the hospital stay is one of the most important influences on how long babies breastfeed exclusively after discharge. Babies who are fed breast milk exclusively in the hospital are more likely to receive only breast milk at home and to breastfeed for a longer period of time, increasing the benefits of breastfeeding. Therefore, it is critical that BSLA includes strategies to improve breastfeeding initiation and duration. The BSLA Baby-Friendly Hospital Project is in alignment with the goals outlined in the strategic plan.

The BSLA Baby-Friendly Hospital (BFH) Project will be a direct complement to other Best Start LA components as it will enhance and support a continuum of care to improve initiation and duration of breastfeeding by improving breastfeeding policies and procedures in birthing hospitals. This improvement in breastfeeding policies will also support BSLA's outcome of strengthened "attachment and bonding" between mother and child as it is aimed at increasing exclusive breastfeeding.

The \$10.5 million BSLA BFH Project allocation includes funding for:

1. Outreach to Hospitals
  - a. Establishing a "BSLA BFH Workgroup" (\$100,000)
  - b. Hiring a consultant to support the Workgroup objectives in surveying the needs and level of readiness of hospitals to implement a Baby-Friendly Hospital Project (\$400,000)
2. Establishing a pilot project in partnership with California Hospital Medical Center (CHMC) (\$500,000)
3. Identifying and providing resource support for implementation of the BSLA Baby Friendly Hospital Project based on Workgroup findings and recommendations at up to 19 additional hospitals in LA County with poor exclusive breastfeeding rates (\$9,000,000)
4. Evaluation (\$500,000)

This RFQ seeks proposals from prospective consultant(s) to support the Workgroup objectives in surveying the needs and level of readiness of hospitals to implement a Baby-Friendly Hospital Project, with an allocation amount **not to exceed \$400,000**.

## IV. CONSULTANT REQUIREMENTS

First 5 LA is seeking a qualified consultant or organization interested in working with First 5 LA staff and the Commission as well as the Best Start LA Baby-Friendly Hospital Project Workgroup (“Workgroup”) to implement the Best Start LA Baby-Friendly Hospital Project.

The Workgroup is essential to the creation of an effective Baby-Friendly Hospital Project. The proper approach to hospitals and the relationships established with them are crucial in creating champions within and persuading participation in projects to increase breastfeeding.

The Workgroup will be convened to exchange knowledge and discuss the information needed from the hospitals and the approach strategy to maximize the use of First 5 LA’s funds. The Baby-Friendly Hospital Workgroup will help inform the Commission to ensure the success of the Baby-Friendly Hospital Project.

The BSLA Baby-Friendly Hospital Workgroup will need assistance and support of a consultant who is familiar and has relationships established with hospitals. This consultant will also possess knowledge of hospitals’ procedures and protocols. Some of the key tasks for the consultant will be developing and administering a survey and interview key informants. This survey will be similar to the CDC’s recent national survey, CDC National Survey of Maternity Practices in Infant Nutrition and Care (mPINC). This will help the Workgroup assess hospitals’ needs and readiness to seek Baby-Friendly Hospital designation, as well as provide a monitoring tool to measure success.

The selected consultant is required to conduct the following activities as part of its completion of the Best Start LA Baby-Friendly Hospital Consultant Requirements and Deliverables:

- Meeting with hospital administrators and department chairs to build relationships and promote awareness of and interest in the BSLA BFH Project;
- Developing and creating assessment tools for hospital leaders and staff readiness to implement a BFH Project;
- Administering assessments tools and evaluating data regarding hospitals’ readiness to implement Project;
- Developing and creating surveys to assess hospital’s need and interest in implementing a BFH Project;
- Administering surveys and evaluating data regarding hospitals’ need and interest to implement Project;
- Developing and creating a breastfeeding score card measuring hospital breastfeeding rates within communities before and after implementing the BFH Project;
- Monitoring existing and new legislation which supports breastfeeding or will have an impact on hospital policies regarding breastfeeding;
- Actively engaging the Commission in all activities to be delivered under this RFQ; and
- Fully partnering with the Commission in convening collaborative meetings and planning efforts.

The Commission expects to enter into a twelve (12) month contract with the selected consultant/ organization. The contract will be eligible for renewal at the end of the contract period. The contract may potentially be renewed for 24-36 months. If the Commission decides to continue this Project in subsequent years, the selected consultant may be asked to extend their contract for this Project. The total contract amount for the entirety of the Project may not exceed \$400,000.

## V. ELIGIBILITY AND QUALIFICATIONS

Applicants must possess, at a minimum, a four-year college degree. A degree in social sciences or health care administration is preferred. A master's degree is highly desirable. Applicants must have prior experience working in and/or with hospitals in areas of administration, obstetrics, maternal-child health, pediatrics or public health with a strong background in health care administration, survey development, and data collection and analysis. Experience in policy analysis is a plus.

First 5 LA is seeking a consultant with the following desired qualifications:

### ***Experience & Knowledge***

- Demonstrated experience in conducting health care administration, research and evaluation work;
- Knowledge and familiarity with hospital practices and policies;
- Demonstrated experience in working with hospitals administrators;
- Demonstrated work with various groups and sectors of the maternal-child health industry, public, and key informants;
- Existing network/contacts and/or relationships with hospitals; and
- Demonstrated experience in legislation analyses.

### ***Skills***

- Strong management and team building skills;
- Demonstrated ability to initiate and facilitate conversations with hospitals leaders and staff;
- Strong written and oral communication skills;
- Demonstrated ability to synthesize information from multiple sources and form written responses to report to First 5 LA staff and Commission; and
- Demonstrated ability to communicate complex issues, stimulate creative thinking, and negotiate differences.

### ***Other Desired Qualifications***

- Sensitive to the diversity of communities throughout Los Angeles County and facilitate effective communication, problem solving, and planning with various agencies; and
- Ability to perform other duties which may be deemed necessary and appropriate.

## VI. QUALIFICATIONS STATEMENT CONTENT

Interested consultants must review the following instructions and include in the statement content the required content listed below. All qualifications statement content must use exact headings and subheadings

### A. CONTACT INFORMATION

In a Cover Letter include the individual or organization's name, address, telephone, fax, and e-mail address; the primary contact person's name, title, address, telephone, fax, and e-mail address (if different from organization's information). The letter must be written on letterhead, signed by the individual contractor or authorized signatory formally designated by the agency such as the organization's president, chief executive officer or director. (2 pages maximum)

### B. QUALIFICATIONS

1. Statement of Qualification: Provide a statement outlining the consultant's demonstrated ability, based on qualifications and experience, to meet the expectations of the Best Start LA Baby-Friendly Hospital Project. Describe specific goals, objectives and the timeline in achieving the activities expected for the Project as set forth below in subsection C. Scope of Work. (10 pages maximum)

2. Résumé or Curriculum Vitae (C.V.): The résumé or C.V. must outline all relevant work history, educational attainment, publications, prior research projects, etc. of each individual consultant expected to be involved with the Project.

### C. SCOPE OF WORK

Using Appendix B: Scope of Work, describe the objectives and related key activities expected for the assessment and evaluation of hospital's readiness and need for the BSLA BFH Project and by when and whom those activities will be carried out.

### D. BUDGET

Using the attached budget worksheet, (**Appendix C: Budget Instructions and Budget Request Forms**) provide your hourly rate and an itemized budget that details expenses for the proposed activities to complete the deliverables. The Budget Request Forms may be expanded to provide additional line items or space for clarification. (The Budget Request Forms will not be included as part of the ten (10) page proposal maximum.)

Identify costs over a twelve (12) month period and number of hours personnel will be assigned to the Project, including a brief description of the services, the rate of pay and the formula used to determine the total amount. Identify and provide a general description of all other non-personnel costs (for example, equipment, printing, copying, space, telephone, supplies, etc.) required to complete the deliverables. Specifying the quantity, cost per unit, duration of use, and purpose of these items. Provide a separate **Budget Narrative** for

each of the line items in the Budget Request Forms. Use Appendix C: Budget Request Forms to create a separate budget(s) for subcontractors, if any.

**Please see the terms and conditions #9 for the Commission's Policy and Guidelines for Hiring Consultants rate limits.**

## VII. REVIEW PROCESS AND CRITERIA

First 5 LA staff will review each proposal to ensure that threshold criteria (please refer to Section V: Eligibility) was met to determine if the applicant is eligible to submit a proposal for the BSLA Baby-Friendly Hospital Project funding.

The consultant will be selected through a review process and this process may include three levels of review. The review process may involve an interview and/ or site visit.

Level I review will determine applicants' eligibility, including the completeness of the proposal. Proposals that are incomplete or do not meet the minimum requirements are subject to disqualification.

Level II review involves a panel's review of eligible applicants' fulfillment of the selection criteria. The panel will include external reviewers as well as First 5 LA's interdepartmental team. The criteria are based on the qualifications set forth on Page 7 of this RFQ. The following represents a summary of the selection criteria that will be considered during the selection process:

- Demonstrated experience in performing comparable work;
- Demonstrated work in outreach to hospitals, research and evaluation work;
- Knowledge and familiarity with hospital practices and policies;
- Demonstrated experience in working with hospitals administrators/leadership;
- Demonstrated work with various groups and sectors of the maternal-child health industry, public, and key informants; and
- Demonstrated experience in legislation/policy analyses

Level III review will include an interview of applicants invited to advance to this stage. All decisions of First 5 LA are final. An appeal process will not be available. First 5 LA will provide consultants who were not selected for funding with general feedback upon request. First 5 LA staff and/or Commission reserve the right to reject any or all submitted proposals. First 5 LA also reserves the right to commence contracts with more than one consultant and/or group should it be necessary for completion of the highest quality work within the necessary timeframe.

## VIII. SUBMISSION GUIDELINES

The costs of developing the proposal are entirely the responsibility of the applicant submitting this proposal and cannot be charged to the Commission or included in the proposed budget. The Commission is prohibited from funding any services that were performed and/or paid for prior to an agreement approved by the Commission.

### A. GUIDELINES

**Proposals must adhere to the following guidelines in order to be considered:**

- The descriptive Qualification Statement Content must not exceed ten (10) pages total, not including appendices and required documents;
- Times New Roman font, no less than 12-point;
- All pages and page numbers, excluding appendices, must be numbered sequentially with the name of the consultant at the top of each page;
- Provide a table of contents with page numbers for the proposal;
- Digital signatures are accepted if digital signature certificates are provided. Otherwise, original signatures in blue ink must be submitted.

### B. PROPOSAL PACKAGE

A complete proposal package must consist of the items identified below. For a proposal to be eligible for review, all required appendices must be submitted. Complete the Appendix A: Proposal Package Checklist to confirm all the required items are included. The following documents are to be included in the order listed below:

- Appendix A: Proposal Package Checklist
- Table of Contents\*
- Qualification Statement Content \*
- Appendix B: Scope of Work
- Resumes of key Project staff, subcontractor(s) and consultant(s)\*
- Appendix C: Instructions for Budget Forms and Budget Request Forms
- Budget Narrative\*
- Appendix E: Signature Authorization Form
- Appendix F: Agency Involvement in Litigation and/or Contract Compliance Difficulties
- Proof of nonprofit status or appropriate business license (if applicable) \*
- Current Audited Financials\*
- By-Laws<sup>5</sup> (if applicable)\*
- Articles of Incorporation<sup>6</sup> (if applicable)\*

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<sup>5</sup> This is required in order to verify signature authority to submit application and to enter into legal agreement. If signature authority is not identified in the By-laws, a Board Resolution or Partnership Agreement should be submitted, as applicable, that indicates signature authority.

<sup>6</sup> A business license from the jurisdiction where the organization operates should be submitted instead of Articles of Incorporation for Partnerships, Limited Liability Partnerships and Sole Proprietorships.

- List of Governing Body Members \*
- Organization Chart (if applicable)\*

\* No First 5 LA format is required. Applicants may submit existing documents or records.

All submissions must be received by **5:00 pm, July 30, 2009**. Mailed, faxed or e-mailed submissions will not be accepted. Please contact First 5 LA with any questions. Questions may be emailed to **[babyfriendly@first5la.org](mailto:babyfriendly@first5la.org)**. Last day to submit questions is July 29, 2009.

## IX. CONTRACTUAL CONSIDERATIONS

Specific contractual considerations, including but not limited to the following, apply to RFQ submission process and project implementation and to any contracts that result from the submission and implementation of the project/proposal. The contractor will need to comply with all of the provisions in the attached sample contract (See Sample Contract).

### A. *Conflict of Interest*

**The selected Contractor will be required to comply with the COMMISSION's Conflict of Interest provisions, as outlined in the contract, and as applicable under California Law.** Contractor acknowledges that he/she/it is acting as public official pursuant to the Contract and shall therefore avoid undertaking any activity or accepting any payment, employment or gift from any third party that could create a legal conflict of interest or the appearance of any such conflict. A conflict of interest exists when one has the opportunity to advance or protect one's own interest or private interest of others, with whom one has a relationship, in a way that is detrimental to the interest, or potentially harmful for the integrity or fundamental mission of the COMMISSION. Contractor shall maintain the confidentiality of any confidential information obtained from the COMMISSION during the Contract and shall not use such information for personal or commercial gain outside the Contract. By agreeing to the Contract and accepting financial compensation for services rendered hereunder, Contractor agrees that he/she/it will not subsequently solicit or accept employment or compensation under any program, grant or service that results from or arises out of the funded project and related initiative(s). During the term of the Contract and for one year thereafter, Contractor will not knowingly solicit or accept employment and/or compensation from any COMMISSION collaborator or Contractor without the prior written consent of the COMMISSION.

### B. *Compliance*

Current/Former grantees and/or Contractors must be in good standing and in compliance with all aspects of their contract with the COMMISSION in order to be eligible to apply for the current Request for Qualifications (RFQ). The COMMISSION may deem an applicant ineligible if it finds in its reasonable discretion, that applicant has done any of the following, including but not limited to: (1) violated any significant terms or conditions of Grant Agreement/Contract; (2) committed any act or omission which negatively reflects on Applicant's quality, fitness or capacity to perform services listed in RFQ with the COMMISSION or any other public entity, or engaged in a pattern or practice which negatively reflects on the same; (3) committed an act or offense which indicates a lack of business integrity or business dishonesty; or (4) made or submitted a false claim against the COMMISSION or any other public entity.

### C. *Contract Information*

1. The COMMISSION may, at its sole discretion, reject any or all submissions in response to this RFQ. The COMMISSION also reserves the right to cancel this RFQ, at its sole discretion, at any time before execution of a contract. The COMMISSION shall not be liable for any costs incurred in connection with the preparation of any submissions in response to this RFQ. Any cover letters, résumés and/or curriculum vita, including

attached materials, submitted in response to this RFQ shall become property of the COMMISSION and subject to public disclosure.

2. The agency/organization submitting an application agrees that by submitting an application it authorizes the COMMISSION to verify any or all information and/or references given in the application.
3. The COMMISSION reserves the right, after contract award, to amend the resulting contract, scope of work, and any other exhibits as needed throughout the term of the contract to best meet the needs of all parties.
4. The COMMISSION reserves the right to request additional financial information to verify applicant's past and current financial status. This information includes, but is not limited to: the most recent independent audit ending Calendar Year 2008 Fiscal Year June 30, 2008, Cash Flow Statement, Statement of Activities (Income Statement), and Statement of Financial Position (Balance Sheet).
5. Consistent with the intent of Proposition 10: California Children and Families Act of 1998, no monies for this Project may be used to supplant Federal, State, County and/or other monies available to the organization for any purpose. Activities funded under this proposal must be new or enhancements to existing activities.
6. The award of a contract by the COMMISSION to an individual/agency/organization that proposes to use sub contractors for the performance of work under the contract resulting from this application process shall not be interpreted to limit the COMMISSION's right to approve subcontractors, assemble teams and/or assign leads. Each applicant will be evaluated independently for added value to the overall team. A copy of executed subcontract(s) related to Program funding must be provided to the COMMISSION.
7. The selected Contractor will be required to sign the contract at least two (2) weeks prior to the intended start date of the contract, as outlined in Terms of Contract section, to assure the timely completion of the signature process by all parties. If the contract is not signed prior to the intended start date, the commencement of any activities under the Exhibit A – Scope of Work will not begin until the contract execution date (the date all parties have signed the contract) and Contractor will not be eligible to obtain reimbursement for any costs incurred prior to the contract execution date, unless otherwise approved by the COMMISSION. If this Contract is not signed within the thirty-day (30) period from the intended start date, the COMMISSION has the right to withdraw the contract award. Any agreed upon changes to the intended start date must be confirmed in writing by both parties.
8. Unless otherwise submitted during the application process, the selected Contractor will be required to submit the required documentation listed on the Contractor Checklist, which includes, but not limited to, the following documents before the Contract can be fully executed:
  - Agency Involvement in Litigation and/or Contract Compliance Difficulties Form
  - By-laws (if applicable)
  - Articles of Incorporation (if applicable)

- Board of Directors or List of Partners (as applicable)
  - Signature Authorization Form
  - Form RRF-1 (required and filed annually with the California Attorney General's Registry of Charitable Trusts) and IRS Form 990 (if applicable)
  - Annual Independent Audit for prior fiscal year or calendar year (if applicable)
  - Appropriate business licenses (for vendors or private organizations)
  - IRS Letter of Determination (if applicable) or completed IRS Form W-9
  - Memorandums of Understanding (for any sub-contractors, collaborators, and/or partners listed under Contracted Services and Evaluation sections of Exhibit B – Budget Forms)
  - Certificates of Insurance for all insurance requirements outlined in the contract.
9. Per the COMMISSION's Policy and Guidelines for Hiring Consultants (Section 7), the total composite rate for a Consultant may not exceed \$150 an hour. This means that the total cost of billable hours associated with a contract divided by the total number of hours billed must be equal to or less than \$150. A blended rate is allowable. For example, for a contract totaling \$150,000, a consultant may bill 500 hours for Consultant A at \$200/hour, and 500 hours for Consultant B at \$100/hour, with a total composite rate of \$150/hour (1,000 total hours divided by \$150,000 in billable hours = \$150/hour).
10. The sample contract and contracting requirements are attached (See Sample Contract). If successful, the Contractor will be required to meet all of the terms and provisions set forth in these documents and within the timeframe identified.

## **X. APPENDICES**

APPENDIX A: Proposal Package Checklist

APPENDIX B: Scope of Work

APPENDIX C: Instructions for Budget Forms and Budget Request Forms

APPENDIX D: Sample Contract

APPENDIX E: Signature Authorization Form

APPENDIX F: Agency Involvement in Litigation and/or Contract Compliance  
Difficulties