



Champions For Our Children

BEST START LA
BABY FRIENDLY HOSPITALS
REQUEST FOR PROPOSALS (RFP)

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

RELEASE DATE: November 19, 2009



Champions For Our Children

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

**REQUEST FOR PROPOSALS
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I. TIMELINE

The RFP 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
November 19, 2009	Release of RFP
December 7, 2009	Information Meeting/Bidders' Conference Time: 3:00- 5:00 pm Location: First 5 LA offices 750 N. Alameda Street Los Angeles, CA 90012
January 6, 2010	Last Day to Submit Questions to First 5 LA
January 12, 2010	Proposal Package due to First 5 LA via electronic submission by 5:00pm
Week of February 1, 2010	Site Visits (candidates selected for site visits will be contacted with exact date & time)
Week of February 15, 2010	Notify Selected Hospital of Final Decision
Week of February 15, 2010	Contract Negotiations Begin
April 1, 2010	Contract Begins

All questions and requests for additional information regarding this RFP must be received in writing by First 5 LA by **January 6, 2010**. 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

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/>).

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, babies are not breastfed due to different causes. The strongest risk factors for early breastfeeding termination are late breastfeeding initiation and supplementing the infant¹, 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 duration² 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%.³

In an effort to improve exclusive breastfeeding rates at hospital discharge, and therefore improving overall exclusive breastfeeding rates, the First 5 LA Commission has chosen the Baby-Friendly Hospital Initiative, an established "best practice" that is evidence-based as a model of funding.

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 BFHI designation typically experience an increase in breastfeeding rates.⁴ 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.

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

² 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.

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

⁴ 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

A. PROJECT ALLOCATION

The First 5 LA Board of Commissioners recognizes the great need in LA County to improve breastfeeding rates. This BSLA Baby-Friendly Hospital Project is a key activity for Best Start LA and the new Strategic Plan (FY 2009-2014) 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 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 (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 and increase capacity to meet the need of families through improved workforce competencies in infant and toddler issues in the health sector. 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. These outcomes further support the goals outlined in the new Strategic Plan in the goals of ensuring that children maintain healthy childhood weight and are safe from child abuse and neglect.

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

1. Outreach to Hospitals
 - a. Establishing a "BSLA BFH Advisory 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)

B. FUNDING TO HOSPITALS

This RFP to hospitals is offering funding for 1) *training of staff* and 2) *operational support* to hospitals that are willing, ready and able to embrace and implement policy changes recommended by Baby-Friendly USA. Staff anticipates that operational costs may include the following areas:

- Staff time to attending training
- Assessment fees payable to Baby-Friendly USA
- Some administrative costs (i.e., data collection and recording staff and project coordinator on part-time basis only unless special need is demonstrated)

The Commission expects to enter into a contract with each selected hospital which will be eligible for renewal at the end of each contract year. The contract may potentially be renewed for 24-36 months. The total contract amount for the entirety of the Project may not exceed \$473,000.

The total contract amount to each selected hospital will **not to exceed \$473,000** for the entirety of the Project. Funding will be available yearly on a competitive, first-come-first-serve-basis contingent upon availability of funds.

IV. PROPOSAL REQUIREMENTS

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

- Assign project coordinator and data collector for Project
- Achieve 10 Steps to Successful Breastfeeding
 - Maintain a written breastfeeding policy that is routinely communicated to all health care staff
 - Train all health care staff in skills necessary to implement this policy
 - Inform all pregnant women about the benefits and management of breastfeeding.
 - Show mothers how to breastfeed and how to maintain lactation, even if they are separated from their infants.
 - Help mothers initiate breastfeeding within one hour of birth.
 - Give infants no food or drink other than breast milk, unless medically indicated
 - Practice “rooming in” –allow mothers and infants to remain together 24 hours a day
 - Encourage unrestricted breastfeeding
 - Give no pacifiers or artificial nipples to breastfeeding infants
 - Foster the establishment of breastfeeding support groups and refer mothers to them on discharge from the hospital or clinic
- Attain the Baby-Friendly USA Designation
- Meet with First 5 LA staff, consultants or Workgroup members as needed during the entire implementation of the Project
- Work with First 5 LA Staff and consultant in the evaluation process to determine the impact and success of the project
- Actively engage the Commission in all activities to be delivered under this RFP
- Fully partnering with the Commission in convening collaborative meetings and planning efforts
- Maintaining the 10 Steps to Successful Breastfeeding, including ongoing training of all staff to maintain continued designation as a Baby-Friendly Hospital

V. ELIGIBILITY AND QUALIFICATIONS

A. ELIGIBILITY

Applicant hospitals must demonstrate the following in order to be eligible for the Best Start LA Baby-Friendly Hospital Project funding:

- Demonstration of hospital's buy-in (i.e., Board approval or letter from the hospital's CEO)
- Exclusive breastfeeding rate below county average of 24.1% (data as of 2007)

Hospital applicants who do not fulfill the above criteria will be disqualified.

B. QUALIFICATIONS

First 5 LA is seeking hospitals with the following desired qualifications:

Knowledge & Skills

- Evidence of the hospital's understanding and initiation of the Baby-Friendly Hospital Initiative's 10 Steps to Successful Breastfeeding

Experience

- Demonstrated experience of putting together breastfeeding workgroup or taskforce within the hospital

Other Desired Qualifications

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

Policies

- Policy of post-partum couplet care in place
- Policy of nursery closure in place

VI. PROPOSAL CONTENT

Interested applicants must review the following instructions and include in the proposal content the required content listed below. All proposal content must use exact headings and subheadings.

A. TABLE OF CONTENTS

A table of contents must be submitted setting forth all sections of the Proposal Content and corresponding page numbers.

B PROPOSAL NARRATIVE

The Proposal Narrative will include detailed description of the proposed project addressing all of the topics indicated in the headings below. The Narrative shall not exceed **12 pages** in length.

1. Description of the Hospital

Briefly describe the hospital overseeing and administering the proposed Project. Describe administrative and fiscal experience that demonstrates the capacity of the hospital that will provide administrative services for the proposed Project. Describe the hospital's role in relation to the proposed Project.

2. Description of Project Staff and Qualifications

Hospitals must identify all staff who will work on and/or participate in this Project, including their titles, each person's role, responsibilities, and expertise as it relates to this Project. Include resumes of key Project staff. (The resumes will not be included as part of the twelve (12) page proposal maximum.) The person(s) who will have the primary responsibility of coordinating the Project must be identified.

If the hospital intends to hire new staff (i.e., part-time project coordinator and/or data collector), include job qualifications and job description in the Appendices of the proposal. Describe the process that will be used to manage the human resources of the Project, including coordinating work and training of staff, subcontractors, and other consultants. Hospitals must provide an organization chart of the proposed Project.

Hospitals proposing to subcontract work (i.e., training) in order to provide needed skills or services for the proposed Project need to provide key qualifications of subcontractor(s) and specify activities they will conduct to ensure Project success.⁵ Specify the role of each subcontractor.

⁵ Subcontractors include individuals and/or organizations, including lactation consultants and trainers, who will be paid by this Project.

3. Description of the Service Area and Target Population

Briefly describe the hospital's service area. Include demographics of the population in the service area including the estimated number of live births per year based on the most recent data available at the time of submission of this proposal.

4. Description of the Project

Provide a Project statement that addresses intended goal/desired result(s) of the proposed Project as it relates to the relevant outcomes of Best Start LA Baby-Friendly Hospital Project. Describe details of plans and strategies to be implemented in order to achieve the goals stated.

Also, address the hospital's commitment to leveraging other resources for this Project and briefly describe specific leveraging activities. For example, describe how BSLA Baby-Friendly Hospital Project funding will be utilized with other resources, if any, to achieve the Project goals.

5. Sustainability of Project

Hospitals must commit to maintain the Baby-Friendly Hospital designation as an ongoing policy and standard of operation. (Hospital must complete and submit Appendix G: Written Commitment to Maintain Baby-Friendly Hospital designation.) The hospital's plans for sustaining Baby-Friendly Project designation must be identified and described in the proposal. Hospitals must describe other resources, cash or in-kind, that has been or will be secured for this Project other than the funds requested in this proposal.

6. Evaluation of Project

The Commission will require all hospitals with successful proposals to collect and share data demonstrating adherence to the 10 Steps to Successful Breastfeeding (i.e., initiation of breastfeeding, skin-to-skin, rooming-in, etc.) and work with the Commission's evaluation team on selecting the appropriate performance measures and providing data and other information required. Successful hospitals will also participate in other evaluation activities, as the Commission and/or its evaluator deem necessary. **Hospitals must state their willingness to participate in evaluation activities in their proposal.** Hospitals who submit successful proposals will be contacted by Commission staff to develop an appropriate evaluation plan based on the approved Project.

C. SCOPE OF WORK

Using Appendix B: Scope of Work, describe the objectives and related key activities expected 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.

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

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

E. OTHER REQUIRED DOCUMENTS

Other documents required for a complete proposal will include:

- Signature Authorization Form (Appendix E)
- Agency Involvement in Litigation and/or Contract Compliance Difficulties (Appendix F)
- Commitment to Achieve and Maintain Baby-Friendly Hospital Designation (Appendix G)
- Proof of nonprofit status or appropriate business license (if applicable)
- Current Audited Financials
- By-Laws⁶ (if applicable)
- Articles of Incorporation⁷ (if applicable)

[All documents required for a complete proposal package is listed on Page 13.]

⁶ 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.

⁷ 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.

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 hospital will be selected through a review process and this process includes two phases of review. The review process may involve an interview and/ or site visit.

Phase I

Level 1 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 2 review involves an independent panel's review of eligible applicants' fulfillment of the selection criteria. The panel will include external reviewers for proposal rating. First 5 LA's interdepartmental team will review ensure that the recommendations from the independent panel are communicated to the Commission. The criteria are based on the qualifications set forth on Page 8 of this RFP.

The following represents a summary of the selection criteria that will be considered during the selection process:

- Demonstrated experience in performing comparable work
- The appropriateness and measurability of the selected Project goals
- The service area and target population
- The appropriateness and thoroughness of the Project design, timelines, scopes of work, and plans
- The demonstrated capacity for Project implementation and management
- The level of support for project from stakeholders
- The appropriateness of the plan(s) for attaining Baby-Friendly Hospital designation
- The appropriateness of leveraging efforts identified
- Feasibility of plans for Project sustainability
- The appropriateness of funds requested based on the Project activities
- The demonstrated knowledge and understanding of the issues and policy environment surrounding breastfeeding in Los Angeles County.

Level 3: The Finance Department staff will review the application and financial documents from the applicant agency to ensure their fiscal capability to implement the contract as intended.

Phase II

Site Visit: A site visit will be conducted for the final applicants. Again, these site visits are scored with a standardized review tool made available prior to the site visit.

All decisions of First 5 LA are final. An appeal process will not be available. First 5 LA will provide applicants 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 contractor 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 Proposal Narrative must not exceed twelve (12) 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 hospital applicant 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
 - Proposal Content *
 - Table of Contents*
 - Proposal Narrative*
 - Scope of Work (Appendix B)
 - Budget Forms (Appendix C)**
 - Budget Narrative*
 - Appendix E: Signature Authorization Form**
 - Appendix F: Agency Involvement in Litigation and/or Contract Compliance Difficulties**
 - Commitment to Achieve and Maintain Baby-Friendly Hospital Designation (Appendix G)**
 - Proof of nonprofit status or appropriate business license (if applicable) *
 - Current Audited Financials*
 - By-Laws (if applicable)*
-

- Articles of Incorporation(if applicable)*
- List of Governing Body Members*

All submissions must be received by **5:00 pm, January 12, 2010**. Mailed, faxed or e-mailed submissions will not be accepted (except for all original signature pages which must be postmarked by the proposal due date). 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 January 6, 2010.

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

** Original signature page must be submitted by mail.

IX. CONTRACTUAL CONSIDERATIONS

Specific contractual considerations, including but not limited to the following, apply to Request for Proposals (RFP) 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 will 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 RFP. 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 RFP 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 RFP. The COMMISSION also reserves the right to cancel this RFP, 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 RFP. Any cover letters, résumés and/or curriculum vita, including attached materials, submitted in response to this RFP 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, 2009, 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)
 - 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

APPENDIX G: Commitment to Achieve and Maintain Baby-Friendly Hospital Designation