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Request for Proposals# 2022-014

AIR QUALITY

MANAGEMENT

DISTRICT

Facilitation & Meeting Coordination for the Bay Area Electric Vehicle Coordinating Council

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# **SECTION I – SUMMARY**

The Bay Area Air Quality Management District ("Air District"), in partnership with the Metropolitan Transportation Commission ("MTC"), seeks proposals from bidders with experience in stakeholder meeting facilitation and coordination to organize meetings, convene stakeholders, facilitate discussions, and disseminate information for the Bay Area Electric Vehicle Coordinating Council ("EV Council"), a multi-stakeholder partnership working to accelerate the adoption of electric vehicles ("EVs") in the Bay Area.

The selected contractor will provide expertise in EVs along with professional facilitation and meeting coordination services to enable EV Council members ("Members") to convene, share experiences, and develop action-oriented solutions to pertinent issues facing the EV industry to help accelerate EV adoption in the region.

Work described in this Request for Proposals ("RFP") is anticipated to begin October 2022 through December 31, 2023. The Air District, at its sole discretion, may extend the contract for up to three (3) additional one-year terms based on contractor's performance.

Work performed under the contract will be federally funded in part from the Congestion Mitigation and Air Quality ("CMAQ") Improvement Program provided by the Federal Highway Administration and administered by the California Department of Transportation. The selected contractor will be expected to comply with federal requirements, which may include efforts to provide contract/sub-contract opportunities to disadvantaged business enterprises ("DBE"). The Air District has established a DBE goal of zero percent (0%)

for this contract. Although the DBE goal is 0%, the selected organization will still be required to comply with federal administrative requirements.

To respond to this RFP, an interested company should submit one (1) electronic copy (in Adobe Acrobat PDF file format) of its proposal to the Air District's Procurement Portal (Portal):

Cynthia Zhang, Senior Staff Specialist Bay Area Air Quality Management District 375 Beale Street, Suite 600; San Francisco, CA 94105 Portal link: <u>https://baaqmd.bonfirehub.com</u>

#### Proposals must be submitted and received by 4:00 p.m. on Monday, September 26, 2022 ("deadline"). Late proposals will not be considered.

Proposals must address all information requested in this RFP. A proposal may add information not requested in this RFP, but the information should be in addition to, not instead of, the requested information and format. Minority business enterprises, women's business enterprises, veteran's business enterprises, local businesses and certified green businesses are encouraged to submit proposals. Any questions regarding this RFP must be submitted through the Portal.

# SECTION II – BACKGROUND

## A. Air District Overview

The Air District was created by the California Legislature in 1955 as the first regional agency to deal with air pollution in California. The Air District jurisdiction includes Alameda, Contra Costa, Marin, Napa, Santa Clara, San Francisco, San Mateo, southwestern Solano, and southern Sonoma counties.

The State Legislature originally gave the Air District the authority to regulate stationary sources of air pollution, such as factories, oil refineries, chemical plants, gasoline stations, and agricultural burning. With more recent legislation, the Air District was granted authority to enact certain transportation and mobile source measures.

The Air District is governed by a twenty-four member Board of Directors, consisting of elected officials, including county supervisors, mayors, and city council members.

Reducing GHG emissions and slowing climate change is a central part of the Air District's current and future air quality improvement goals. The Air District's incentives and outreach programs are a major strategy to motivate Bay Area residents, businesses, and local governments to change their behavior to benefit air quality and the global climate. The Air District's programs promote transit, bicycling, walking, and ridesharing, and accelerate the widespread adoption of electric and zero emissions vehicles across a diverse range of communities.

### B. Bay Area EV Council Overview

In 2011, the Air District and MTC established the EV Council to serve as a staff-level, peer-to-peer forum to guide the development of the Bay Area Plug-In EV (PEV) Readiness Plan. Since the adoption of the PEV Readiness Plan in 2013, the EV Council has continued to serve as a venue for members to discuss EV-related emerging trends and to share information and best practices from their experiences in implementing projects that support accelerated EV adoption within their communities.

Since 2015, the EV Council has grown from approximately 70 city/county staff contacts to over 460 members representing a cross-section of EV stakeholders from charging infrastructure and technology companies; auto manufacturers; city/county staff and transit authorities; federal and state government agencies; utilities and Community Choice Aggregators; sustainability, environmental, climate change and other interest groups (i.e., labor, disadvantaged communities, etc.); and regional entities. The EV Council meets quarterly and includes participation from each of the nine counties within the Bay Area.

The EV Council is guided by a Steering Committee, which is a volunteer group consisting of a subset of approximately ten too fifteen EV Council members. Steering Committee meetings occur one to two times per quarter.

# SECTION III – SCOPE OF WORK

## A. Objectives

The selected contractor, with direction from the Air District and MTC, will:

- 1. Organize meetings for staff, industry stakeholders, and other practitioners, coordinate robust communication with all relevant participants;
- 2. Provide technical expertise and guidance in key EV and charging infrastructure strategies; and
- 3. Proactively identify and propose approaches to accelerate EV adoption and charging deployment within the scope of the EV Council.

While EV Council meetings have traditionally been focused on information sharing through expert panel presentations, there is interest in exploring other approaches for encouraging and supporting increased implementation activities through the EV Council or among Members that will accelerate EV adoption and infrastructure deployment. Meetings may include working group or other sub-group meetings, in addition to full EV Council meetings.

#### B. Scope of Work

To achieve the objectives, the selected contractor will be responsible for the tasks below. The proposal must describe how each task will be implemented.

#### Task 1: Convene Four (4) Full EV Council Meetings

The selected contractor will coordinate, develop materials for, and facilitate a minimum of four (4) full EV Council meetings over the course of a year at regular intervals of approximately once every quarter. EV Council meetings will be 1-3 hours in duration, be attended by up to 75 Members, and cover a range of EV topics, as identified by the

Steering Committee, Air District and MTC. The EV Council meetings will either be hosted at the Bay Area Metro Center, online, or both (hybrid in-person and online).

Activities for Task 1 include, but are not limited to, the following:

- Provide logistical support for EV Council meetings, which includes organizing meeting space and times, contacting meeting participants and guest speakers, developing meeting agendas, distributing documents, and coordinating audiovisual equipment;
- Provide content, materials, and documentation developed for the meetings to the Air District, MTC, and EV Council in a timely manner.
- Facilitate and moderate EV Council meetings based on the agendas approved by the Air District and MTC;
- Develop event content to be hosted on the Air District's website, including agendas, PowerPoint presentations, web presentations, and meeting minutes;
- Develop and provide a comprehensive record of each facilitated EV Council meeting including, but not limited to, names of all attendees, groups represented, meeting minutes (topic discussion outcomes, issues, and clearinghouse of materials that were shared by Members), and new content for website on an asneeded basis. Note that meeting records shall be sufficient to be included into reports to the Air District's Board of Directors;
- Engage Members and provide opportunities for Member input during EV Council meetings and document and include such information in meeting summaries;
- Extend invitations, schedule meetings, and confirm speakers identified by the Air District, MTC, and Members for EV Council meetings (speakers may include Members or guests from outside the region and State or Federal entities);
- Collect feedback on EV Council activities through an online survey tool and/or phone interviews as needed;
- Communicate with Members, send event notices, send registration information, confirm meeting participation, respond to requests for information from Members, post meeting follow-ups; and
- Procure and provide refreshments for in-person meetings.

## Task 2: Convene Steering Committee Meetings

The selected contractor will organize and moderate a minimum of four (4) to five (5) online Steering Committee meetings and one (1) in-person Steering Committee meeting. At least one Steering Committee meeting will be held before each full EV Council meeting to collect input on EV Council meeting topics, presenters, and other expert guidance. Additional Steering Committee meetings may be convened to discuss annual EV Council meeting planning, strategic planning for the EV Council, working group or other sub-group formation and coordination, or other proposed EV Council activities. Steering Committee meetings shall be approximately 30-90 minutes in duration and be attended by ten to fifteen preselected EV Council members. The Steering Committee meetings shall take place as deemed necessary by the Air District and MTC.

Activities for Task 2 include, but are not limited to, the following:

- Evaluate existing Steering Committee composition, recommend changes as necessary, and develop support materials, including the Steering Committee Charter;
- Provide logistical support for Steering Committee meetings, including coordinating meeting times, presentations and discussions; and inviting and confirming

attendance of meeting participants;

- Coordinate with the Air District and MTC to develop agendas and list of topics to discuss with Steering Committee members;
- Distribute agendas and meeting materials to the Steering Committee members, and develop meeting minutes and necessary follow up items;
- Facilitate Steering Committee meeting discussions to prompt valuable feedback and helpful guidance from the Steering Committee members;
- Develop and provide a comprehensive record of each facilitated Steering Committee meeting ("Steering Committee Meeting Records") including, but not limited to, names of all attendees, groups represented, and meeting minutes (topic discussion outcomes, issues, clearinghouse of materials that were shared by Steering Committee meeting members). Steering Committee Meeting Records shall be complete and accurate and maintained on a cloud-based storage system (e.g. Box), that will be turned over to the Air District following completion of the contract; and
- Maintain communications with Steering Committee members on meeting dates, times, locations and materials.
- Respond to Steering Committee member inquiries in a timely manner and forward all correspondence to the Air District and MTC.
- Provide strategic planning assistance to the Steering Committee, Air District, and MTC to develop the annual and long-term EV Council program.

### Task 3: Attend Check-in Meetings and Perform Administrative Duties

The selected contractor will be responsible for several administrative tasks between and during EV Council meetings to ensure a seamless experience for Members. The selected contractor shall participate in a minimum of two (2) monthly online check-in meetings with the Air District and MTC staff that are 30 to 60 minutes in duration.

Activities for Task 3 include, but are not limited to, the following:

- Attend project kick-off conference call with the Air District and MTC;
- Manage, maintain, and update EV Council membership list and recruit members to ensure representation of key stakeholder groups for EV Council and sub-group meetings and activities;
- Coordinate and develop agendas of upcoming meetings with the Air District and MTC, including meeting topics, updates, and speakers;
- Manage new member engagement.

#### Task 4: Monitor and Share EV Activities

The selected contractor will monitor local, regional, state, and national EV and charging infrastructure policies, programs, projects, and events relevant to Members and communicate important information to the Air District, MTC, and Members. The monitoring will both identify opportunities for Members to advance EV adoption and charging installation and avoid duplication or conflict of efforts from the EV Council, Members, MTC, or Air District. Information may be developed as memos, reports, presentations, or content for the Air District and MTC websites.

Activities for Task 4 include, but are not limited to, the following:

- Develop a tracking, reporting, and communication plan for relevant EV activities;
- Track events, webinars, programs, key projects, funding opportunities, and other relevant activities;

- Manage communication with Members or sub-groups, including, but not limited to, announcements of upcoming EV Council meetings, Member programs, funding opportunities, and other key or time-sensitive information;
- Prepare memos, reports, emails, website content, or other online content for electronic distribution regarding topics such as:
  - Status of the region's progress in achieving EV adoption targets, including regional EV sales numbers;
  - Status of the region's local government acceleration actions;
  - Funding opportunities for Members;
  - Policy, program, or project examples highlighting lessons and best practices;
  - Developing or new legislation;
  - Availability of new vehicles and charging equipment;
  - Advances in EV-related technology; and
  - Emerging trends, gaps, and policies within the EV sector that should be address or discussed by the EV Council.

### Task 5: Coordinate and Support Working Groups

The selected contractor will help develop, coordinate, and provide technical expertise for at least one (1) working group or similar sub-group of the EV Council that will focus on developing implementation approaches to address a particular challenge or barrier to EV adoption and charging infrastructure deployment, as identified by the Steering Committee, EV Council, MTC, and Air District. This task may include up to four (4) working group meetings, up to two (2) of which may be in place of full EV Council meetings (Task 1).

Examples of working group topics include: local government solutions for equitable EV charger access; identifying and securing funding for public fleet charging infrastructure; best practices for building codes, permitting, and inspection.

Activities for this task include, but are not limited to, the following:

- Identify topics and help select topics for working group meetings, in coordination with the Air District and MTC;
- Draft proposed scopes for working group, including problem statement, goals, participants, tasks, expected staff and participant time commitment and other resources needed, and deliverables or other outputs
- Recruit and lead engagement of stakeholders to refine working group scope and secure participation;
- Coordinate working group meetings, including scheduling meetings, developing agendas, coordinating presentations;
- Facilitate meetings and communication between meetings to maximize input from the working group participants; and
- Develop memos, reports, tools, or other resources, or coordinate the development of such resources for the working group.

#### <u>Timeline</u>

The tentative schedule for EV Council and Steering Committee meetings (Tasks 1 & 2) is as follows and is open to revisions:

Schedule (Tentative)	Event
November-December 2022	Kick-off meeting with Air District and MTC

Schedule (Tentative)	Event
December-January 2022	Steering Committee Meeting
February 2023	Steering Committee In-Person Meeting
March 2023	EV Council Meeting #1
May 2023	Steering Committee Meeting
June 2023	EV Sub-group Meeting #1
June 2023	Steering Committee Meeting
July 2023	EV Council Meeting #2
August 2023	Steering Committee Meeting
September 2023	EV Council Meeting #3
October 2023	Steering Committee Meeting
November 2023	EV Council Meeting #4

### C. Desired Qualifications

The ideal contractor will have the following skillsets:

- Experience in event organizing and planning;
- Extensive experience in convening and facilitating meetings, with specific focus on EV-related areas;
- Experience working with Bay Area EV stakeholders, including federal, state, regional and local government agencies; research institutions, nonprofits, EV vendors, and community based organizations;
- Possession of objectivity and neutrality as facilitators and moderators;
- Understanding and experience of processes and group dynamics to help Members convene, collaborate, and communicate on ideas and trends that will help accelerate EV adoption in the region;
- Demonstrated abilities and experience in active listening;
- Experience and training in collaborative problem solving, communication and conflict resolution;
- Demonstrated experience in EV-related areas, including, but not limited to EV and EV charging, incentive programs, charging installation and operation, EV education and outreach; and
- Demonstrated abilities to bring a spirit of cooperation, consensus, bridge-building to the meetings.

Using such skills, the selected contractor shall set a civil and productive tone for each meeting, manage incidences of conflict and/or confrontation, ensure participation and contribution to the dialogue by all Members, expand options, and facilitate the flow of discussion toward the goal(s) of each meeting.

# SECTION IV – INSTRUCTIONS TO BIDDERS

## A. General

- 1. Interested firms must create an account through the Portal described in this RFP to view RFP documents and addenda, and to submit questions and bid documents.
- 2. All proposals must be made in accordance with the conditions of this RFP.

Failure to address any of the requirements is grounds for rejection of this proposal.

- 3. All information should be complete, specific, and as concise as possible.
- 4. Proposals should include any additional information that the respondent deems pertinent to the understanding and evaluation of the proposal.
- 5. The Air District may modify the RFP or issue supplementary information or guidelines during the proposal preparation period prior to the deadline. Please check our <u>Portal</u> for updates prior to the deadline.
- 6. The Air District reserves the right to reject any and all proposals.
- All questions must be in written form and submitted through the Portal no later than 4:00 p.m. on Tuesday, September 13, 2022. Firms will not be able to submit questions after this time. All questions will be answered in writing and posted on the Portal by 6:00 p.m. by Tuesday, September 20, 2022.
- 8. The cost for developing the proposal is the responsibility of the bidder, and shall not be chargeable to the Air District.

#### B. Submittal of Proposals

All proposals must be submitted according to the specifications set forth in Section V(A) – Contents of Proposal, and this section. Failure to adhere to these specifications may be cause for the rejection of the proposal.

1. Deadline – All proposals are due no later than 4:00 p.m., September 26, 2022, and must be submitted via the Portal:

Cynthia Zhang, Senior Staff Specialist Bay Area Air Quality Management District 375 Beale Street, Suite 600; San Francisco, CA 94105 Portal link: <u>https://baaqmd.bonfirehub.com</u>

- 2. Uploading large documents may take significant time, depending on the size of the file(s) and Internet connection speed. Bidders should plan sufficient time before the deadline to finalize their submissions and complete the uploading process. Bidders will not be able to submit documents after the deadline. Proposals received after the deadline will not be considered.
- 3. Signature All proposals should be signed by an authorized representative of the bidder.
- 4. Submittal Submit one (1) electronic copy (in Adobe Acrobat PDF file format) to the Portal. Electronic submissions submitted via the Portal will be acknowledged with a confirmation email receipt. Late proposals will not be accepted. Any correction or re-submission of proposals will not extend the submittal deadline.

- 5. Grounds for Rejection A proposal may be rejected at any time if it arrives after the deadline, is not in the prescribed format, or is not signed by an individual authorized to represent the firm.
- 6. Disposition of the Proposals All responses to this RFP become property of the Air District and will be kept confidential until a recommendation for award of a contract has been announced. Thereafter, submittals are subject to public inspection and disclosure under the California Public Records Act. If a respondent believes that any portion of its submittal is exempt from public disclosure, it may mark that portion "confidential." The Air District will use reasonable means to ensure that such confidential information is safeguarded, but will not be held liable for inadvertent disclosure of the information. Proposals marked "confidential" in their entirety will not be honored, and the Air District will not deny public disclosure of any portion of submittals so marked.

By submitting a proposal with portions marked "confidential," a respondent represents it has a good faith belief that such portions are exempt from disclosure under the California Public Records Act and agrees to reimburse the Air District for, and to indemnify, defend, and hold harmless the Air District, its officers, employees, and agents, from and against any and all claims, damages, losses, liabilities, suits, judgments, fines, penalties, costs, and expenses, including without limitation, attorneys' fees, expenses, and court costs of any nature whatsoever, arising from or relating to the District's nondisclosure of any such designated portions of a proposal.

 Modification – Once submitted, proposals, including the composition of the contracting team, may be altered up until the deadline. Proposals may not be modified after the deadline. All proposals shall constitute firm offers valid for ninety (90) days from the deadline.

#### C. Interviews

- 1. The Air District, at its option, may interview bidders. The interviews will be for the purpose of clarifying the proposals.
- 2. Submittal of new proposal material at an interview will not be permitted.
- 3. Interviews may involve a presentation and/or a question-and-answer session.

## SECTION V – PROPOSAL FORMAT, CONTENT, AND SUBMITTAL

#### A. Contents of Proposal

Submitted proposals must follow the format outlined below and include all requested information. Failure to submit proposals in the required format can result in the proposal being eliminated from evaluation and consideration.

#### 1. Technical Proposal

- a. Cover Letter (Section I) Must include the name, address, and telephone number of the company, and must be signed by the person(s) authorized to represent the firm.
- b. Firm Contact Information Provide the following information about the firm:
  - Address and telephone number of office nearest to San Francisco, California and the address and phone number of the office that each of the proposed staff members are based out of if different.
  - Name of firm's representative designated as the contact and email address.
  - Name of project manager, if different from the individual designated as the contact.
- c. Table of Contents Clearly identify material contained in the proposal by section
- Summary (Section II) State overall approach to Facilitation and Meeting Coordination for the EV Council, including the objectives and scope of work.
- e. Firm Organization (Section III) Provide a statement of your firm's background and related experience in providing similar services to governmental organizations, if any. Describe the technical capabilities of the firm. Describe the firm's experience and knowledge in EV-related areas, including, but not limited to EV and EV charging, incentive programs, charging installation and operation, EV education and outreach.
- f. References (Section IV) Provide a minimum of three (3) references of other, similar projects including company name or government entity, contact name, title, phone number and e-mail address for all references listed. For each reference, include a description of services provided and dates the services were provided.
- g. Project Organization (Section V) Describe the proposed management structure, program monitoring procedures, and organization of the engagement team. Provide a statement detailing your approach to the project, specifically addressing the firm's ability and willingness to commit and maintain staffing to successfully conclude the project.
- h. Assigned Personnel (Section VI) Provide the following information about the staff to be assigned to the project:
  - List all key personnel assigned to the project by level and name. Provide a description of their background, along with a summary of their experience in providing similar services for governmental agencies, and any specialized expertise they may have. Background descriptions can be a resume, CV, or summary sheet. Substitution of project manager or staff will not be permitted without prior written approval of the Air District's assigned program manager.

- Provide a statement of the availability of staff in any local office with requisite qualifications and experience to conduct the requested project.
- Provide a statement of education and training programs provided to, or required of, the staff identified for participation in the project. Make particular mention of with reference to experience dealing with governmental agencies, procedures, and environmental regulations.
- i. Retention of Working Papers (Section VII) All working papers are the property of the Air District. Include a statement acknowledging that if your firm is awarded the contract, you will retain project related papers and related reports for a minimum of five (5) years.
- j. Subcontractors (Section VIII) List any subcontractors that will be used, the work to be performed by them, and the total number of hours or percentage of time they will spend on the contract.
- k. Conflict of Interest (Section IX) Address possible conflicts of interest with the firm's other clients potentially affected by actions performed by the firm on behalf of the Air District. The Air District recognizes that prospective bidders may have contracts to perform similar services for other clients. Include a complete list of such clients for the past three (3) years with the type of work performed and the total number of years performing such tasks for each client. The Air District reserves the right to consider the nature and extent of such work in evaluating the proposal.
- I. Additional Data (Section X) Provide other essential data that may assist in the evaluation of the proposal (e.g. green business certification, etc.).
- 2. Cost Proposal List the fully-burdened hourly rates and the total number of hours estimated for each level of professional and administrative staff to be used to perform and complete the tasks required by this RFP.
- **3.** Federal-Aid Provisions The services to be provided by the selected contractor are federally funded, which necessitate compliance with additional requirements. Special attention is directed to Local Assistance Procedures Manual (LAPM) Exhibit 10-I, Notice to Proposers DBE Information. The proposer shall complete and submit the following forms with the proposal to be considered responsive. These forms and instructions are incorporated into to this RFP.
  - LAPM Exhibit 10-I, Notice to Proposers DBE Information The Air District's current contract DBE Goal is 0%.
  - LAPM Exhibit 10-O1, Consultant Proposal DBE Commitment
  - LAPM Exhibit 10-Q, Disclosure of Lobbying Activities

Upon award and through completion of the project, the selected contractor will be required to follow applicable federal-aid requirements and shall complete and submit with the executed contract the following forms at the time of award:

- LAPM Exhibit 10-O2, Consultant Contract DBE Commitment
- Any other relevant forms required during the project.

# SECTION VI – PROPOSAL EVALUATION

A panel of Air District staff will evaluate all proposals. The panel will recommend the selection of the contractor to the Executive Officer/APCO, who will, in turn, make a recommendation to the Air District Board of Directors. The Air District Board of Directors may be required to approve the contract to carry out the work described in this RFP. A link to a typical contract for professional services used by the Air District is included in Section VIII.

Proposals will be evaluated on the following criteria:

Criteria	Description	Points
Expertise	Technical expertise, size and structure of the firm and personnel assigned to RFP tasks; firm's ability to perform and complete the work in a professional and timely manner.*	30
Skill	Past experience of the firm and, in particular, experience of the team working on projects of similar scope for other governmental agencies.	20
Approach	Responsiveness of the proposal, based upon a clear understanding of the work to be performed.	15
Cost	Cost or cost effectiveness and resource allocation strategy.	30
References	References of the firm.	5
	Total	100

\* "Size and structure of firm" refers to the ability of a firm's size to meet the needs of the Air District. It does not give absolute preference to larger or smaller firms.

If two or more proposals receive the same number of points, the Air District will accept the lower cost offer.

## SECTION VII – RFP SCHEDULE

MILESTONE	DATE
RFP RELEASE DATE	July 28, 2022
WRITTEN QUESTIONS DUE	September 13, 2022
ANSWERS POSTED ON PORTAL	September 20, 2022
PROPOSAL DUE DATE	September 26, 2022
SELECTION OF FINALIST(S)*	October 17, 2022

MILESTONE	DATE
COMMENCEMENT OF CONTRACT*	November 30, 2022
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\*Dates are tentative and subject to change.

# SECTION VIII – SAMPLE CONTRACT

A sample contract to carry out the work described in this RFP is available on the Air District's website at <a href="http://www.baaqmd.gov/about-the-air-district/request-for-proposals-rfp-rfq/samples-previous">http://www.baaqmd.gov/about-the-air-district/request-for-proposals-rfp-rfq/samples-previous</a>. (Click the + to the left of Sample Contracts, and then click on the Professional Services Contract link)

In addition to the terms and provisions outlined in the Air District's Professional Services Contract, the selected contractor and its subcontractors will be required to comply with some, or all of the terms and provisions outlined in LAPM Exhibit 10-R, A&E Boilerplate Agreement Language for federally funded contracts.

# SECTION IX – ATTACHMENTS

- LAPM Exhibit 10-I, Notice to Proposers DBE Information
- LAPM Exhibit 10-O1, Consultant Proposal DBE Commitment
- LAPM Exhibit 10-Q, Disclosure of Lobbying Activities
- LAPM Exhibit 10-O2, Consultant Contract DBE Commitment
- LAPM Exhibit 10-R, A&E Boilerplate Agreement Language