



Request
for
Proposal



Diversifying the Field of Lactation Through Building Your Own Clinical Program



April 3, 2023

For more information go to:
<http://www.breastfeedla.org/request-for-proposal/>

Diversifying the Field of Lactation Through Building Your Own Clinical Program

A project of BreastfeedLA funded by the W.K. Kellogg Foundation

RFP is due on Monday, May 15, 2023 at 5 PM PDT

For more information go to: <http://www.breastfeedla.org/request-for-proposal/>

Request for Proposals

I. General Information

RFP Summary:

BreastfeedLA seeks proposals from breastfeeding coalitions, cultural groups and organizations serving or advocating for breast/chestfeeding dyads passionate about diversifying the lactation workforce. BreastfeedLA will select two organizations to develop a Clinical Lactation Training program to support Black, Indigenous and People of Color (BIPOC) and other underrepresented students in their lactation education. BreastfeedLA will provide these two organizations with grant funding, technical assistance, training, mentorship and resources.

Description of BreastfeedLA

BreastfeedLA is a grassroots coalition formed in 1994. The organization was incorporated as a not-for-profit 501(c)3 corporation in September 2001. BreastfeedLA is the only organization of its kind in Los Angeles and is governed by a diverse, twelve-member Board of Directors. We address infant feeding equity in Los Angeles County (LAC) through three (3) pillars of change: Education, Outreach, and Advocacy.

BreastfeedLA is committed to upholding a culture of humility, inclusion and connectedness through the following set of principles:

- Our work is grounded in justice, diversity, equity and inclusion. We analyze power structures that lead to inequities within perinatal care and infant feeding practices. We work to create diverse, equitable and inclusive workspaces for employees, volunteers, our board, the lactation workforce and our partners. We actively engage community stakeholders in program development and design, educational offerings, and strategic planning. We model personal accountability and listening with intent to understand.
- We invest in each other's liberation. We acknowledge the vital nature of our shared humanity. We aspire to operationalize anti-racism and radical inclusion both in our organization and in the healthcare systems we work with. We advocate for families, communities, and each other through a reproductive justice framework by centering those most marginalized.

- Excellence, integrity, and service are vital to our work. We deliver the highest-quality education and services in all endeavors. We carry out our work with the greatest responsibility and accountability to our community. We work to be of service and benefit to the public and our stakeholders. We practice care for our community and care for each other.

II. Request for Proposals (RFP)

A. Intent:

BreastfeedLA’s Lactation Education program was developed to provide access to an environment for lactation education for underrepresented communities. Through community conversations, it became obvious that one way to address racial disparities in infant feeding was to help train the next generation of lactation professionals. Witnessing the deficit of Black, Indigenous, and people of color lactation consultants across the nation, BreastfeedLA saw the need for a culturally responsive, intersectional, holistic, and financially accessible lactation course. According to a 2019 nationwide survey conducted by the United States Lactation Consultants Association (USLCA), the vast majority of lactation professionals identify as white. BreastfeedLA’s Lactation Education program, which includes a Lactation Educator course, a Lactation Consultant course, and a Clinical Lactation Training program is taught by people of color lactation consultants within a framework of reproductive justice. Our curriculum is culturally responsive, intentionally inclusive, and tailored to the specific needs of our communities. Our Black, Indigenous, People of Color (BIPOC) International Board-Certified Lactation Consultant (IBCLC) instructors employ facilitation techniques designed to recognize and honor lived experience, community knowledge, self-efficacy, and self-awareness. To date, we have graduated over 800 individuals from the program. We have also worked with coalitions throughout the nation to share best practices on how to establish their own Clinical Lactation programs to advance a diverse lactation workforce including the Kansas Breastfeeding Coalition.

RFP is due on Monday, May 15, 2023 at 5 PM PDT

B. Webinar and Questions:

A webinar to review the RFP process and answer questions will be held on **April 6, 2023** at 1 PM (PDT). Registration information is available in the timeline below. Furthermore, applicants may submit questions about this RFP via email to asade@breastfeedla.org with the subject line “RFP Questions - [Your Organization]” by 3 p.m. on **May 10, 2023 (PDT)**. It is anticipated that responses to the questions emailed will be posted on the BreastfeedLA website at: <http://www.breastfeedla.org/request-for-proposal/>.

C. Eligibility

Any organization that is passionate about diversifying the lactation workforce in their

community, demonstrates a need and has the organizational capacity to support a project of this scope.

III. **Scope of Work**

- A. Each coalition that is selected will be given \$30,000 to implement and accomplish the program deliverables. Each coalition will be required to create a workplan and budget to accomplish the following:

Key coalition/organization responsibilities include:

- Hire a program coordinator to oversee the project.
- Administer an application process to grant up to 5 students a scholarship to BreastfeedLA's 45-hour Lactation Education Specialist course and 5 students for the second 50-hour Lactation Consultant course (scholarships for the course tuition will be covered by BreastfeedLA outside of the \$30,000 budget).
- Build partnerships with local IBCLCs willing to mentor students and provide the supervised 500 hours of clinical training required to sit for the IBCLC exam.
- Attend regularly scheduled cohort and one on one meetings organized by BreastfeedLA.
- Recruit and place up to 5 students of color and/or students from other underserved groups at local clinical sites.
- Create in-house marketing plan utilizing community partners and social media.
- Agree to collaborate with BreastfeedLA's evaluation team on creating and implementing an evaluation plan that includes process improvement, impact evaluation, bidirectional feedback with students and mentors and an exit interview at the end of the project.
- Commit to tracking progress and data and writing and submitting quarterly reports due:
 - Period July 1, 2023 – February 29, 2024 – Report due March 31, 2024
 - Period March 1, 2024 – August 31, 2024 – Final Report due September 30, 2024

Key BreastfeedLA responsibilities include:

- Provide ongoing coaching and technical assistance.
- Provide \$30,000 grant for project implementation.
- Provide regular workshops, cohort, and one-on-one meetings.
- Provide tools and resources to establish clinical lactation program.
- Provide assistance with creating an evaluation plan by providing sample data collection tools to assess the process and impact of the project.
- Provide up to 10 scholarships for BreastfeedLA's Lactation Education Specialist course and up to 10 scholarships for the Lactation Consultant Education course. (up to 5 scholarships for each course per organization)

For the purposes of this RFP, the following questions must be addressed in the design of proposals.

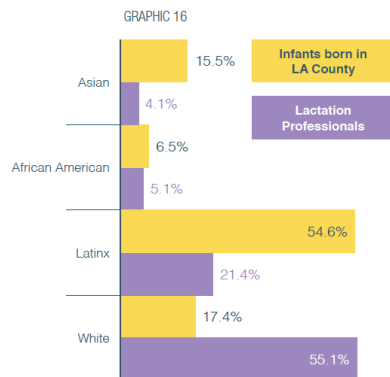
Organization Information:

1. Describe your organization including location, demographics of the people you serve, the lactation landscape of your community including the workforce, what your community's greatest lactation needs are and why you are applying for this opportunity? *
2. This project requires hiring a program coordinator. Candidates should have a passion for achieving health equity and addressing issues related to maternal health. The ideal candidate will be a passionate, equity-minded, lactation advocate, with deep roots working in racial and reproductive justice. The selected candidate will be an excellent writer, presenter, and communicator; highly driven, organized, innovative, passionate about creating community, and excited to join a team committed to the BreastfeedLA values of Excellence; Diversity, Equity, and Inclusion; Integrity; and Service. How will you recruit and hire someone to fill this position?
3. Do you currently have partnerships with local IBCLCs who might be willing to provide clinical hours for your lactation students? If not, how will you establish these partnerships within the grant period? What is your plan to recruit BIPOC students and other students from underrepresented communities for this program?
4. What are your plans for sustainability of the program once the grant ends?
5. How does your organization track grant funds by funder and/or project to ensure separate accounting for those grant funds?

*Information for this question can be gathered through local data and/or Informal community needs assessment (CNA) to determine current lactation workforce landscape and readiness of up-and-coming lactation professionals. CNA can be administered by way of focus group, key informant surveys, informal interviews etc. Examples of questions to ask include: what are the gaps in lactation resources in the community (with regards to languages spoken and representation of underserved groups in the community). What are the education needs of up-and-coming lactation professionals of color and other underserved groups in the community? Are there lactation students who are ready to be placed in clinical sites to accrue clinical hours or do they need didactic education? Are health science requirements difficult to fulfill?

Gaps in Culturally-Centered Lactation Services

Example of data from Los Angeles County



Intended Populations

Describe how your proposal aligns with the needs of historically marginalized people in your community.

Budget:

All proposals should include a comprehensive budget and budget narrative that includes all costs associated with hiring a program coordinator (at least 50% of budget should be allocated for the program coordinator(s)), running scholarship opportunities for students, creating clinical placements for lactation students and additional support for students and/or mentors (examples include health science course tuition, uniform and shoes costs, books, stipends for mentors, exam fees etc). Costs should be specific and include a line-item budget for all costs. Please use the budget template provided. Reminder- scholarships for didactic lactation courses will be covered by BreastfeedLA and will not be part of the \$30,000 budget.

For example:

In order to implement a clinical lactation program. This includes:

- Dollar amount per person per hour for program coordinator(s), at least 50% of budget should be allocated for the program coordinator(s)
- If applicable, transportation
- Costs for supplies including health science courses, uniforms, shoes, exam fees
- Any other costs associated with partnering with mentors at sites
- indirect costs of up to 10%

Workplan:

All proposals should include a workplan that includes SMART goals and objectives for all activities proposed during the grant period. Include a realistic timeline and indicate who will lead the activity.

IV. Proposal Submittal Requirements

The complete RFP submittal package must include:

- A. Cover Letter (Limited to 1 page).** The cover letter must include the lead person’s name, title and contact information. The cover letter must be signed by the person who has the authority to act on behalf of the agency.
- B. RFP responses to “organization information” and “intended populations” section (Limited to 3 pages or 5 minute video)** – provide a detailed response to questions posed in Section III “organization information” and “intended populations” section. Answers can be in essay form or in a video response. If you choose the video format, include a link to the video file in the application pdf that you submit via Google Forms.
- C. Letter of support and references** – Include one letter of support from a community partner who will work with you on this project and three references recently familiar with the quality and reliability of respondent’s work. Include the organization’s name, contact person and title, phone number, email and a general description of services provided for each reference.
- D. Budget and Narrative**– Please use the template budget attached to submit your line-item budget. Instructions for creating the budget and narrative are contained in the template. Indirect costs of up to 10% are allowed. At least 50% of the budget should be allocated for the program coordinator(s). Reminder - scholarships for didactic lactation courses will be covered by BreastfeedLA and will not be part of the \$30,000 budget.
- E. Workplan** – Please use the sample workplan below to submit your workplan. Please create SMART goals and objectives for your proposed activities. Please include a timeframe and person identified to do the work.
- F.** The RFP shall be saved as a single PDF and submitted electronically via Google Forms [here](#) no later than **May 15, 2023 by PM (PDT) Submissions will not be accepted after that date and time.**

V. Proposal Evaluation Criteria

RFPs will be evaluated and ranked by individuals/organizations familiar with clinical lactation training.

Criteria used in the selection process may include:

- Demonstrated ability to implement project and fulfill grant requirements
- Demonstrated need
- Organizational capacity to manage a grant of this scope
- Budget
- Proposed feasibility of workplan

VI. Key Activities and Dates

Timeline	
Release of RFP and instructions for submittal will be available on BreastfeedLA's website– http://www.breastfeedla.org/request-for-proposal/	Monday, April 3, 2023
Final date to submit questions on the RFP to asade@breastfeedLA.org . Responses will be posted on BreastfeedLA's website	May 10, 2023 by 3:00 PM (PDT)
Information session via teleconference	Thursday, April 6, 2023 1 PM (PDT) You are invited to a Zoom meeting. When: Apr 6, 2023 @ 1:00 PM (PDT) (US and Canada) Register in advance for this meeting: https://tinyurl.com/bddtn2b5 After registering, you will receive a confirmation email containing information about joining the meeting. The webinar will be recorded and posted on the BreastfeedLA website following the meeting.
Application due. <u>Submissions will not be accepted after that date and time</u>	Monday, May 15, 2023 at 5 PM (PDT)
Application review/virtual site visits	June 1 – June 14, 2023
Notification of next steps based on agency responses	June 15, 2023
Budget and workplan revisions	June 15 – June 22, 2023
Final selection announcements made and MOUs signed	June 22 – July 1, 2023
First payment sent out	By August 31, 2023
Implementation period	July 1, 2023 – August 31, 2024

**BreastfeedLA may request additional information in the form of writing or in an in-person interview*

Rubric

Applicant #:

Name of Scorer:

Total Score:

Rubric Topic: Diversifying the Field of Lactation Through Building Your Own Clinical Program

Questions				Points
Describe your organization including location, demographics of the people you serve the lactation landscape of your community, what your community's greatest need is and why you are applying for this opportunity?	1 Applicant does not adequately describe their organization and needs of the community.	3 Applicant somewhat describes their organization and needs of the community.	5 Applicant very clearly describes their organization and needs of the community.	/5
This project requires hiring a program coordinator(s). Candidates should have a passion for achieving health equity and addressing issues related to maternal health. The ideal candidate will be a passionate, equity-minded, lactation advocate, with deep roots working in racial and reproductive justice. How will you recruit and hire someone to fill this position?	1 Applicant does not adequately describe how their organization will recruit and hire someone.	5 Applicant somewhat describes how their organization will recruit and hire someone.	10 Applicant very clearly describes how their organization will recruit and hire someone.	/10
Do you currently have partnerships with local IBCLCs who might be willing to provide clinical hours for your lactation students? If not, how will you establish these partnerships?	1 Applicant does not adequately describe current partnerships with local IBCLCs and how they will establish partnerships.	3 Applicant somewhat describes current partnerships with local IBCLCs and how they will establish partnerships.	5 Applicant very clearly describes current partnerships with local IBCLCs and how they will establish partnerships.	/5
What are your plans for sustainability of the program once the grant ends?	1 Applicant does not clearly state what the plan is for sustainability.	3 Applicant somewhat states what the plan is for sustainability	5 Applicant very clearly states what the plan is for sustainability.	/5

Questions				Points
How will you track grant funds?	1 Applicant does not describe how they track grant funds.	3 Applicant somewhat describes how they track grant funds.	5 Applicant very clearly describes how they track grant funds.	/5
Describe how your proposal aligns with the needs of historically marginalized people in your community.	1 Applicant does not describe how the proposal aligns with the needs of historically marginalized people.	5 Applicant somewhat describes how the proposal aligns with the needs of historically marginalized people.	10 Applicant very clearly describes how the proposal aligns with the needs of historically marginalized people.	/10
Workplan	1 Workplan is not complete.	5 Workplan is somewhat complete.	10 Workplan is complete.	/10
Budget	1 Budget is not clear.	5 Budget is somewhat clear and complete.	10 Budget is clear and complete. At least 50% is allocated to the program coordinator(s).	/10
Other comments:				
				Total Score: /60

Diversifying the Lactation Workforce SAMPLE WORK PLAN AND RESOURCES

DEFINITIONS

The following definitions will assist you in understanding how to complete the work plan template and submit an appropriate plan for project activities.

Term	Definition
Objective	S.M.A.R.T. objective that the program anticipates completing by the end of the first year of funding.
Activity	Key events which are specific, measurable, and sufficient in quantity such that their completion should lead to the accomplishment of the stated objective.
Timeline	The timeframe for which the activity will be initiated and completed.
Lead Person/ Organization	Program staff member or organizational partner with responsibility for ensuring the completion of the stated activity.
Resources Required	Identify resources (e.g. tools and materials) and technical assistance that will be needed from NACCHO or CDC to accomplish the proposed activity. If none, indicate <i>No Resources Required</i> .
Anticipated Product or Result	Description of anticipated outcomes or results of achieving project activities. These are used for ongoing monitoring and reporting of program accomplishments or progress toward reaching program objectives or activities.

S.M.A.R.T. OBJECTIVES

Applicants should use **S.M.A.R.T** objectives when developing the project work plan. S.M.A.R.T. is defined as:

- **Specific:** Who? (target population and persons doing the activity) and What? (action/activity)
- **Measurable:** How much change is expected
- **Achievable:** Can be realistically accomplished given current resources and constraints
- **Realistic:** Addresses the scope of the health program and proposes reasonable programmatic steps
- **Time-bound:** Provides a timeline indicating when the objective will be met

Examples of Process and Outcome S.M.A.R.T. objectives

Process: Describes what is being done and how it will be done during a project period.

Poor Example	Good Example
By 2022, disseminate a burden document statewide.	By July 2022, increase from 0 to 1 the number of burden documents that describe the oral health status of priority populations disseminated to local health departments, non-profit organizations with a dental health focus, community oral health coalitions, and state government leadership.
By 2021, provide training to water operators.	By December 2021, increase the percent of water operators that participate in the state oral health program training on engineering and administrative guidelines for maintaining optimal fluoride levels from 20% to 45%.

Outcome: Establishes behavioral, attitudinal, or knowledge changes. Long-term objectives pertain to expected outcomes of the community or population.

Poor Example	Good Example
By 2015, increase the number of schools that participate in the state dental sealant program.	By June 2015, increase the number of schools in the state that have at least 50% of students eligible for free or reduced lunch program that participate in the state dental sealant program from 25% (in 2013) to 35%.
By June 2018, check sealant retention rate for students served by the state dental sealant program.	By June 2018, increase from 82% to 90% the retention rate for students that received at least one molar sealant from the state dental sealant program.

For more information on S.M.A.R.T. objectives: <http://www.cdc.gov/healthyouth/evaluation/pdf/brief3b.pdf>



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SAMPLE PROJECT DELIVERABLES AND TIMELINE

**ORGANIZATION
NAME:** _____

OBJECTIVE: _____			
ACTIVITY	TIMELINE	LEAD PERSON/ ORGANIZATION	RESOURCES REQUIRED
ANTICIPATED PRODUCTS OR RESULTS _____			

OBJECTIVE: _____			
ACTIVITY	TIMELINE	LEAD PERSON/ ORGANIZATION	RESOURCES REQUIRED
ANTICIPATED PRODUCTS OR RESULTS _____			

OBJECTIVE: _____			
ACTIVITY	TIMELINE	LEAD PERSON/ ORGANIZATION	RESOURCES REQUIRED
ANTICIPATED PRODUCTS OR RESULTS _____			



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OBJECTIVE:			
ACTIVITY	TIMELINE	LEAD PERSON/ ORGANIZATION	RESOURCES REQUIRED
ANTICIPATED PRODUCTS OR RESULTS			