

**GOVERNMENT OF
THE VIRGIN ISLANDS OF THE UNITED STATES**

**Request for Proposal (“RFP”) – Negotiation
Professional Services**

To: Date: June 10, 2009
..... RFP No. 0018-2009

Pursuant to 31 V.I.C. 239 (a) (4) and Rules and Regulations thereunder issued, the Government of the Virgin Islands (“GVI”), Department of Property and Procurement will receive proposals for the work described below. Proposals will be received until **Monday, July 13, 2009 @ 4:00 P.M. o’clock.**

DESCRIPTION OF WORK AND PROJECT No.

The GVI, Virgin Islands Police Department (“VIPD”) and United States Department of Justice are requesting Proposals from qualified firms or individuals to serve as the Independent Monitor of the Consent Decree.

SCOPE OF SERVICES: ATTACHED

NEGOTIATED PROCEDURES:

The Commissioner of the Department of Property and Procurement will appoint a Selection Committee to assist in the evaluation and selection of the Independent Monitor. Accordingly current data on qualifications and performance should be submitted with proposals. After reviewing the qualifications and proposals the Committee (in full consultation with the United States Department of Justice (“DOJ”)) will select for discussions from the firm/s or person/s considered not less than three (3), in order of preference, **deemed to be most highly qualified to provide the services herein required.** Discussions will be conducted successively and severally with the firms or persons so selected the anticipated concepts and the relative utility alternative methods of approach for furnishing the services hereunder. The selected Independent Monitor may consist of one individual or a team of individuals to serve under an Independent Monitor. If the Parties are unable to select a Monitor from the submitted applicants, the Parties reserve the right to reconstitute a Monitoring team by combining individual candidates from among the teams to come together as one Monitoring team.

FACTORS FOR DISCUSSIONS

Selection criteria will include **(i)** Professional qualification, general reputation within the industry of the principals of the firm or person; **(ii)** the extent to which the firm or person specializes in or has designed projects of a type and scope similar to the hereunder; **(iii)** capability of meeting design schedules; and **(iv)** quality of performance on other projects. Applications from teams that include Virgin Islands residents are encouraged.

NEGOTIATION:

The Selection Committee shall conduct business including, but not limited to, reviewing applications and cost proposals, interviewing selected applicants, and selecting **the highest qualified firm or person with whom a contract shall be negotiated.** The Commissioner, with the assistance of the Selection Committee, shall attempt to negotiate a contract with such firm or person.

Should the Selection Committee be unable to negotiate a satisfactory contract with the firm or individuals considered to be the most qualified, at a price consistent with the requirements of the RFP, negotiations with that firm or individual will be formally terminated. Negotiations will then be commenced with the second most qualified, the third most qualified or additional firms or individuals, in order of preference and their competence and qualification, and shall continue until an agreement is reached.

Lynn A. Millin Maduro
Commissioner of Property and Procurement

INSTRUCTION TO PROPOSALS

A. NOTICE

This project is for qualified firms or individuals to serve as the Independent Monitor of the Consent Decree.

Information provided in the scope of work is to be used only for purposes of preparing a proposal. It is further expected that each bidder will read the scope of work with care, for failure to meet certain specified conditions may invalidate the proposal.

The Selection Committee, reserves the right to reject any or all proposals or any portion thereof and to accept the proposal deemed most advantageous to the Selection Committee. Price shall not be the sole criterion of awarding this project. Scope and quality of work proposed and the ability of the bidder to complete this type of project shall also be considered.

Applicants are requested to submit proposals on the basis of the scope of work. Alternative proposals recommending new features and technology other than that requested in the scope of work will receive consideration providing such new features and/or technology is clearly explained. Any exceptions to the requirements requested herein must be clearly noted in writing and be included as part of the proposal.

The information contained herein is believed to be accurate, but is not to be considered in any way as a warranty. Request for additional information clarifying the Scope of Work should be directed in writing to:

Frederick Handleman, Esquire
Legal Counsel
Government of the Virgin Islands
Virgin Islands Police Department
Office of the Police Commissioner
#45 Mars Hill
Fredericksted, St. Croix 00840
(340) 712-6018

Lynn A. Millin Maduro
Commissioner
Department of Property & Procurement
Building #1 Subbase, 3rd Floor
St. Thomas, Virgin Islands 00802

Email: lmillin@pnpvi.org
Phone: (340) 774-0828 Ext. 250
Fax: (340) 777-9587

By overnight courier:

Jeff Murray
Investigator, Special Litigation Section
Civil Rights Division
U. S. Department of Justice
601 D Street, NW (PHB 5421E)
Washington, DC 20004

E-mail: Jeff.Murray@usdoj.gov

Phone: (202) 353-9269

Fax: (202) 514-0212

B. STATEMENT OF PURPOSE

This project is for qualified firms or individuals to serve as the Independent Monitor of the Consent Decree.

C. SCOPE OF WORK

See Attached Scope of Work

D. TIMETABLE

1. Last day for requests for written clarification will be **Thursday, July 2nd, 2009**

2. Proposals will be accepted at Department of Property & Procurement, no later than **Monday, July 13, 2009 @ 4:00 P.M.**

E. SUBMISSION OF PROPOSAL

All interested parties shall submit fourteen (14) sets of printed proposals and two (2) CDs containing electronic versions of the proposals, seven sets and one CD of which are to be delivered to the Department of Property and Procurement and seven sets and one CD submitted to the United States Department of Justice during normal business hours, no later than Monday, July 13, 2009, at 4:00 p.m.

Seven (7) sets and a CD shall be addressed to:

Lynn A. Millin Maduro
Commissioner
Department of Property & Procurement

Building #1 Subbase, 3rd Floor
St. Thomas, Virgin Islands 00802

Seven (7) sets and a CD shall be addressed by overnight courier to

Shanetta Y. Cutlar, Esquire
Chief, Special Litigation Section
Civil Rights Division
U.S. Department of Justice
601 D Street, NW, ROOM 5034
Washington, DC 20004

The sealed envelope containing the proposal must have the following information written on the outside of the envelope:

<p>SEALED PROPOSALS-DO NOT OPEN</p> <p>RFP-0018-2009 (Name of Bidder) (Mailing Address of Bidder) (Telephone Number of Bidder) (Fax Number of Bidder)</p>
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Where proposals are sent by mail, the bidder shall be responsible for their delivery to both parties before the date and time set for the closing of acceptance of proposals.

F. WITHDRAWALS OF PROPOSAL

A proposal may be withdrawn at any time prior to the time specified as the closing time for acceptance of proposals. However, no proposal shall be withdrawn or canceled for a period of thirty (30) days after said closing time for acceptance of proposals nor shall the successful provider withdraw or cancel or modify his proposal, except at the request of GVI after having been notified that said proposal has been accepted by GVI.

G. INTERPRETATION OF SPECIFICATIONS

If any person contemplating submitting a proposal requires clarification of any part of the scope of work, he/she may submit to the GVI a written request for an interpretation thereof to:

Frederick Handleman, Esquire

Legal Counsel
Government of the Virgin Islands
Virgin Islands Police Department
Office of the Police Commissioner
#45 Mars Hill
Fredericksted, St. Croix 00840
(340) 712-6018

Lynn A. Millin Maduro
Commissioner
Department of Property & Procurement
Building #1 Subbase, 3rd Floor
St. Thomas, Virgin Islands 00802

Email: lmillin@pnpvi.org
Phone: (340) 774-0828 Ext. 250
Fax: (340) 777-9587

By overnight courier to:

Jeff Murray
Investigator, Special Litigation Section
Civil Rights Division
U. S. Department of Justice
601 D Street, NW (PHB 5421E)
Washington, DC 20004

E-mail: Jeff.Murray@usdoj.gov
Phone: (202) 353-9269
Fax: (202) 514-0212

The Selection Committee will not respond to questions received after the above established date. The person submitting the request will be responsible for its prompt delivery. Any interpretation of the scope of work will be made in writing to all prospective providers. Oral explanations will not be binding.

H. CONSIDERATION OF PROPOSAL

The Commissioner of Property and Procurement shall represent and act for GVI in all matters pertaining to the scope of work and contract in conjunction therewith. **This RFP does not commit the GVI to the award of a contract, nor does it commit GVI to pay any cost incurred in the preparation and submission of proposals in anticipation of a contract. The Selection Committee reserves the right to reject any or all proposals and to disregard any informality and/or irregularity in the proposal.** Proposals failing to provide some of the items in the scope of work shall not be rejected per se but any

deviations from the scope must be clearly noted.

I. ACCEPTANCE OF PROPOSALS

GVI will notify in writing acceptance of one of the proposals. Failure to provide any supplementary documentation to comply with the vendor's proposal may be grounds for disqualification.

J. CONTENTS OF PROPOSAL

The following is a list of information to be included in the written proposal. Failure to comply with all the requirements as outlined, will disqualify the applicant. Applicants should note that the list below is a guide; the controlling document is the attached Scope of Work.

1. Introductory letter about the applicant:
 - a. Name, address, fax and telephone numbers.
 - b. Type of service for which individual/firm is qualified.
2. Organization:
 - a. Names/addresses of Principals of Firm.
 - b. Names of key personnel with experience of each and length of time in organization.
 - c. Number of staff available for assignment. (Local & Off-Territory)
 - d. Copy of Articles of Incorporation
 - e. Copy of Certificate of Resolution
 - f. Copy of valid Business License (Individuals need not comply with this requirement unless and/until after selected as the Independent Monitor)
3. Outside consultants that will be retained for this project and percentage of work to be sub-contracted.
4. Project experience:
 - a. List of completed projects and estimated cost of each.
 - b. Current projects underway; scope; percentage completed to date and estimated cost of each.
5. Project References: (If available)
6. Project Approach:
 - a. Describe how you will approach this project and availability to perform the services requested.
7. Cost: The Cost Proposal must be submitted in a separate sealed envelope.

Fees and costs shall be one factor the committee will consider in the selection.

K. CONFLICT OF INTEREST

A proposer filing a proposal hereby certifies that no officer, agent or employee of GVI has a pecuniary interest in this proposal or has participated in contract negotiations on behalf of GVI; that the proposal is made in good faith without fraud, collusion, or connection of any kind with any other Bidder for the same request for proposals; the Bidder is competing solely in its own behalf without connection with, or obligation to, any undisclosed person or firm.

L. LICENSE REQUIREMENT

An award will not be made to any firm or individual doing business in the Virgin Islands to perform work with the GVI until evidence is submitted that the said firm or individual has a valid V.I. Business License to do business in the Virgin Islands. Bidders must submit hard copy of a valid V.I. business license within ten (10) working days after award. All Bidders bidding as Joint Ventures must be licensed as a Joint Venture in the Virgin Islands. The website for business license information is www.dlca.gov.vi.

M. REQUIRED DOCUMENTS

1. **PUBLIC LIABILITY:** The successful bidder will be required to obtain and have in place public liability insurance and other insurance necessary as requested in this proposal package. Insurance policy(ies) shall name the GVI as "**Additional Insured**". The public liability insurance shall have a minimum limit of not less than **one hundred thousand (\$100,000.00) dollars** for anyone occurrence for death or personal injury and **one hundred thousand (\$100,000.00) dollars** for anyone occurrence for property damage. Bidder must provide public liability insurance within ten (10) working days after award. This provision does not apply to individuals submitting bids in response to the RFP.
2. **WORKERS' COMPENSATION:** Within ten (10) working days after award of project the successful bidder must submit a copy of their certificate providing that his firm and his agents are covered by Workers' Compensation Employee's Liability. This provision does not apply to individuals submitting bids in response to the RFP.

SCOPE OF WORK
to serve as
INDEPENDENT MONITOR
RFP No. 0018-2009

I. Background

On December 23, 2008, the United States Virgin Islands (“the USVI”), the United States Virgin Islands Police Department (“VIPD”), and the United States Department of Justice (“DOJ”) (hereinafter, collectively, “the Parties”) filed a Consent Decree (“Decree”) in the District Court for the Virgin Islands, United States v. Virgin Islands, et al. 3:08-CV-00158-CVG-GWB. The Decree was entered as an order of the Court on March 23, 2009. The Decree is available on the DOJ’s website at <http://www.usdoj.gov/crt/split>.

The Parties invite you to apply to be the Independent Monitor (“Monitor”) for the Decree. Potential applicants are cautioned that descriptions herein of the Monitor’s duties are illustrative and non-exclusive, and that only the Decree describes the scope of the Monitor’s responsibilities. Potential applicants should consult the Decree as applications are prepared.

Because of the unique nature of this proposal, this solicitation is being conducted solely pursuant to the procedures set forth in this document and the Decree, and will not be governed by any formal or legal procurement requirement. (Decree Section VII.A.) The Parties anticipate that the Monitor will head a project team to carry out the responsibilities of the position. Upon selection, the Monitor will be required to obtain a business license in the Virgin Islands, if the Monitor does not already have such a license.

The Decree comprehensively addresses use of force by the VIPD, including: (1) general use of force policies; (2) evaluation, documentation, and review of uses of force; (3) citizen complaint process, including filing, tracking, and investigating complaints; (4) officer management and supervision, including implementation of a risk management system; and (6) training.

The United States Virgin Islands is comprised of three islands: St. Croix, St. Thomas, and St. John. It has approximately 109,840 residents and occupies approximately 346 square miles. The VIPD is headed by a Police Commissioner appointed by the Governor. The Police Commissioner is directly staffed with an Assistant Police Commissioner, a Deputy Police Commissioner, and two Police Chiefs for each of the districts: St. Thomas/St. John and St. Croix.

II. Scope of Work

The responsibilities and specific duties of the Monitor are set forth in Section VII of the Decree. (Decree ¶¶ 82-97). As you consider a response to this request for applications, please consider the Decree provisions that specifically outline the Monitor’s responsibilities as well as the various substantive provisions of the Decree.

In order to monitor and report on the USVI and the VIPD's implementation of the Decree, the Independent Monitor shall perform the following duties:

1. Review, and evaluate for compliance with the Decree, the policy revisions and enhancements the VIPD is undertaking under the Decree, including general and specific use of force policies. Review and evaluate for compliance appropriate samples of VIPD uses of force and other incident-specific reports to evaluate the implementation of these policy revisions and enhancements. (Decree ¶ 86).
2. Review, and evaluate for compliance with the Decree, the quality and timeliness of appropriate samples of the VIPD's use of force reports, use of force investigations, and complaint investigations. This includes ensuring that all investigations are conducted by the appropriate entity, encompass all relevant issues, include the required information, satisfy all professional standards for investigations, and result in a fair and proper disposition with appropriate follow-up action. This also includes evaluating the information provided to the public about the complaint intake and investigation processes, and the disposition of particular complaints. (Decree ¶¶ 32-39, 42-58).
3. Review the VIPD's training program for compliance with the Decree. This includes ensuring effective management oversight and proper curriculum. (Decree ¶¶ 73-81).
4. Review, and evaluate for compliance with the Decree, the design, implementation and completeness of the VIPD's Risk Management System. This includes ensuring that: (i) the system is developed according to the schedule set forth in the Decree; (ii) all required data is entered into the system; and (iii) the protocol for the system's use is properly implemented. Provide technical assistance to the VIPD regarding the design and implementation of the system. (Decree ¶¶ 59-68).
5. Review, and evaluate for compliance with the Decree, the VIPD's development of auditing protocols. (Decree ¶ 69).
6. Make technical assistance recommendations to the Parties regarding measures necessary to ensure full and timely implementation of the Decree. (Decree ¶ 85).
7. Perform such additional compliance reviews, consistent with the terms of the Decree, as may be appropriate to monitor and report on the implementation by the USVI and the VIPD of each substantive provision of the Decree. (Decree ¶ 86).
8. Determine whether any investigation is incomplete and should be re-opened by the VIPD for further investigation, subject to stated limitations. (Decree ¶ 87).
9. Review status reports filed by the USVI and the VIPD, conduct compliance reviews and issue reports (at least quarterly, and more frequently at the Monitor's discretion) detailing the USVI and the VIPD's compliance with, and implementation of, each substantive provision of the Decree for the duration of the Decree. (Decree ¶¶ 96, 98).

10. Maintain all documents related to this project in a confidential manner and not disclose any non-public information to any person or entity except as provided by the Decree. (Decree ¶ 94).
11. Testify in litigation or proceedings only as provided by the Decree, and refrain from testifying in any other litigation or proceeding involving the VIPD and unrelated to this Decree. (Decree ¶ 97).
12. Make no statements regarding employment as a Monitor consistent with the Decree (Decree ¶ 97).

III. Period of Performance

Unless earlier terminated for cause, the Monitor shall serve until the termination of the Decree. The Decree will be in effect five years, and may expire within two years if the Parties agree that the USVI and the VIPD have achieved substantial compliance with each of the provisions of the Decree and have maintained substantial compliance for at least two years.

IV. Evaluation of Award

The Parties will select a Monitor based on the requirements and qualifications set forth in Request for Proposal (RFP#0018-2009). Fees and costs shall be one factor the Parties will consider in making the selection. (Decree ¶ 82). The price proposals shall be irrevocable for at least 120 days following the closing date for submission of the application.

V. Proposal Submission Requirements

An applicant shall submit fourteen (14) copies of its application, each of which shall be accompanied by a cover letter that clearly indicates the contact person for the project team and all appropriate contact information. The application shall include a table of contents, and it shall be divided into two sections: (1) technical proposal; and (2) cost proposal. Each of these sections shall be separately bound. **The cost proposal shall be separate and sealed.**

Seven printed (7) copies of the application shall be submitted in separate and sealed envelopes conspicuously marked “Application for United States Virgin Islands Police Department Independent Monitor” by overnight courier to:

Shanetta Y. Cutlar, Esquire
Chief, Special Litigation Section
Civil Rights Division
U.S. Department of Justice
601 D Street, NW, ROOM 5034
Washington, DC 20004

Seven (7) copies of the application shall be submitted in separate and sealed envelopes conspicuously marked "Application for United States Virgin Islands Police Department Independent Monitor" to:

Lynn A. Millin Maduro
Commissioner
Department of Property & Procurement
Building # 1 Subbase, 3rd Floor
St. Thomas, Virgin Islands 00802

An applicant shall also submit a single electronic copy of its application in a Windows-compatible format on a Compact Disc (CD) with each set of seven hard copy submissions, as described above. Electronic proposals submitted alone will not be accepted except upon prior written agreement by the Parties.

The application is due July 13, 2009 at 4:00 PM. This is the date the application must actually be received; it is not a deadline for postmarking the application. The Parties have no obligation to accept late applications. Telephonic and telegraphic proposals will not be accepted except upon prior written agreement by the Parties. If you have technical questions regarding the completion and/or submission of an application, please contact:

Frederick Handleman, Esquire
Legal Counsel
Government of the Virgin Islands
Virgin Islands Police Department
Office of the Police Commissioner
#45 Mars Hill
Fredericksted, St. Croix 00840
(340) 712-6018

Lynn A. Millin Maduro
Commissioner
Department of Property & Procurement
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Phone: (202) 353-9269
Fax: (202) 514-0212

The application must at a minimum, include the information requested below in the section titled "Required Proposal Content." Applicants who fail to provide sufficient detail and specificity will be disadvantaged in the selection process, both because the Parties will be unable to evaluate the application fully, and because it negatively bears upon the applicant's ability to carry out the requirements of the position of Monitor.

The Parties reserve the right to reject any and all applications and reserve the right to offer oral interviews to applicants. Oral interviews will begin on July 20th, 2009 a week after the due date, absent exigent circumstances. If selected for an interview, applicants must be available to travel to the Virgin Islands, at the applicants' expense during the week of July 20th, 2009. Finalists may be required to return to the Virgin Islands for a subsequent round of interviews. All costs related to travel (e.g., hotel, airfare, car rental, meals, taxis, etc.) to the Virgin Islands for all interviews will be at the applicants' expense.

If the Parties are unable to select a Monitor and his or her project team as proposed by the applicant(s), the Parties reserve the right to reconstitute a team by selecting and combining individuals from one or more applicant team(s) to serve as the Monitor and his or her project team.

VI. Required Proposal Content

A. Technical Proposal

1. Executive Summary. Provide a brief description of the manner in which you and your project team would complete the project. The summary should include an outline of your proposed project team (i.e., individual(s) and/or subcontractor consultants and/or agency(ies) proposed to be involved and proposed reporting responsibility hierarchy).

2. Personnel. Provide the name(s) of the individual(s) and/or subcontractor consultant(s) and/or agency(ies) who would constitute the project team, including a summary of the relevant background/experience of each team member. Provide an organization chart for the project team showing the lines of responsibility and reporting for the project team. If the identity of the individuals or entities that would assist in performing the monitoring function is unknown at the

present time, state the areas of expertise you would seek to retain and your organization's process for contracting for such services.

3. Qualifications. Describe your qualifications and the qualifications of the project team in the following areas:

- law enforcement, law enforcement practices, community policing, complaint investigation and monitoring law enforcement practices;
- auditing, investigating, or reviewing performance of organizations (including experience in monitoring settlements, consent Decrees, or court orders);
- mediation and dispute resolution;
- statistical and data analysis;
- computer technology and data management;
- working with government agencies, municipalities, and collective bargaining units;
- federal, United States Virgin Islands laws, policies and rules governing police practices;
- appearing in court as a judge, monitor, counsel or expert witness, or providing other types of testimony; and
- report writing.

4. Experience. Provide a brief description of current or recent (within past 5-8 years) project experience possessed by you or members of your project team relevant to the monitoring tasks sought in this Request for Applications. Furnish references for each project listed, including the name of the organization, contact person, title, address, and telephone number. If available, submit non-confidential work products that are similar to the quarterly monitoring reports required for this project.

5. Proposed Activities. Describe (in as specific detail as possible and using illustrations as necessary) the activities you and your project team would propose to undertake in order to monitor compliance, including but not limited to:

- method(s) of obtaining information;
- method(s) of analyzing information;
- frequency of various proposed activities;
- the personnel (e.g., yourself, employees assigned to the project team, or proposed subcontractor(s)) responsible for the various activities and the number of hours anticipated to be devoted to specific aspects of the project by month or quarter;
- the monitoring processes, methodology, and staff you and your project team would use to review the VIPD's use of force training. (Decree ¶¶ 73-81);
- the monitoring processes, methodology, and staff you and your project team would use to evaluate the effectiveness of the complaint investigations conducted by the VIPD as an example of how your team would review citizen complaints. (Decree ¶¶ 42-58);
- how your project team's experience and expertise has prepared your team to fulfill the monitoring requirements of the Decree, particularly the requirement to report regularly on compliance with each substantive provision of the Decree, within the context of the VIPD's organizational structure, size, and volume of work; and

- how your team would coordinate with the USVI and the VIPD to arrange visits, on-site records reviews and interviews, and how your team would coordinate its monitoring activities and communications with the Parties.

6. Potential Conflict or Bias.

(a) Disclose any potential conflicts of interest involving yourself, your team, your firm, employee(s) assigned to the project, or proposed subcontractor(s), including current or former employment, contracts or grants with any of the Parties and any involvement in the last eight years (whether paid or unpaid) with a claim or lawsuit by or against any of the Parties or any of their officers, agents, or employees. Disclose whether any member of your proposed team has been the proponent or subject of any complaint, claim or lawsuit alleging police misconduct. To the extent such a conflict or potential bias exists, but you believe it does not bar your selection, state the basis for that position, including any legal or ethical opinions or waivers upon which you rely.

(b) Describe any law enforcement monitoring services that you or members of your proposed team currently perform for other communities, and state why you believe those other responsibilities should not bar your selection.

(c) To the extent members of your proposed team are not located in the United States Virgin Islands, describe in detail how your proposed team will establish an adequate presence in the United States Virgin Islands to provide the services called for herein.

B. **Cost Proposal (Separate Sealed)**

Provide a detailed budget (using the attached form as a model) for all costs under the proposed Monitor contract, including staff costs, travel, sub-consultant/contractor services, overhead, supplies etc. for each year of the five-year term of the proposal. The cost proposal must provide adequate detail to enable the Parties to assess how the cost estimate allows the level of performance and monitoring required by the Decree. The Cost Proposal should be broken down based on the different activities required of the Monitor (e.g., technical assistance, review, report writing, etc.).

The Cost Proposal also must account for the fact that the precise duration of the Monitor contract is uncertain, as the Decree has a five-year term, but may terminate after two years if the specified conditions are fulfilled. Proposals must be broken down into two categories: (i) one-time or fixed costs that will be incurred regardless of the duration of the contract; and (ii) annual costs incurred for each year the contract is in effect (factoring in some rate of inflation). This breakdown must allow the total cost of the contract (regardless of how many years it is in effect) to be calculated by multiplying the total number of years the agreements are in effect by the annual costs (factoring in some rate of inflation) and adding the one-time or fixed costs.

**VIPD Independent Monitor RFP
Budget Template
*Year ____ of 5**

Cost Item	Technical Assistance			Review			Report Writing			Base Year Total
	R	H	D	R	H	D	R	H	D	
Direct Labor										
• Employee A										
• Employee B										
• Employee C										
Total Labor Hours										
Total Labor Dollars										
Fringe Benefit										
Total Direct Labor										
Office Space										
Other Direct Costs (e.g., Equip. & Supplies; Materials)										
Travel										
Subcontractors										
• Sub A										
• Sub B										
Overhead										
Fee/Profit										
Total Price										

R = Rate

H = Hours

D = Dollars (Rate X Hours = Dollars)

*** Note:** Please provide cost information in the above format for each year of the five-year term of the proposal, and provide a Total Budget Template reflecting the aggregate costs of years 1-5.