



Champions For Our Children

**Community Opportunities Fund
Cycle Four
Capacity Building Grantee Technical
Assistance Facilitator Contractor
Request for Qualifications (RFQ)**

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

RELEASE DATE: July 9, 2010
EXTENDED August 2010



Champions For Our Children

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I. TIMELINE FOR SELECTION PROCESS¹

ACTIVITY	DATE
RFQ Released	July 9, 2010
Pre-Proposal Information Session	July 22, 2010
Final date to submit questions and requests for additional information	July 29, 2010
Due Date for Qualifications: <ul style="list-style-type: none"> • Online applications plus all forms • One (1) original and signed copy of First 5 LA's "Signature Authorization" and "Agency Involvement in Litigation and/or Contract Compliance Difficulties" forms, along with all work samples, sent or delivered to First 5 LA 	August 12, 2010 at 5:00 PM
Interviews Qualified Applicants:	Week of August 23 - 27, 2010
Qualified Consultant Notified:	Week of September 7 - 10, 2010
Contract Start Date ¹	October 8, 2010

ACTIVITY	DATE
RFQ DEADLINE EXTENDED- NEW DATES LISTED BELOW	
Pre-Proposal Information Session (Teleconference)	August 31, 2010, 10:30 a.m.
Final date to submit questions and requests for additional information	September 3, 2010
RFQ DEADLINE EXTENDED Due Date for Qualifications: <ul style="list-style-type: none"> • Online applications plus all forms • One (1) original and signed copy of First 5 LA's "Signature Authorization" and "Agency Involvement in Litigation and/or Contract Compliance Difficulties" forms, along with all work samples, sent or delivered to First 5 LA 	September 10, 2010 at 5:00 PM
Interviews Qualified Applicants:	Week of September 27 - 30, 2010
Qualified Consultant Notified:	Week of October 4 - 8, 2010
Contract Start Date ¹	November 1, 2010

¹ Note: While it is First 5 LA's desire to execute the Contract for a **November 1, 2010** start date, all dates are subject to change at First 5 LA's sole discretion.

All questions and requests for additional information regarding this RFQ must be received in writing by First 5 LA via mail, fax, or email before 5 p.m. on September 3, 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:

Lee Werbel, Program Officer
First 5 LA
750 N. Alameda Street, Suite 300
Los Angeles, CA 90012

Phone: 213. 482. 7554

Fax: 213.482.5552

E-mail: lwerbel@first5la.org

II. BACKGROUND

ABOUT FIRST 5 LA

In 1998, California voters passed Proposition 10, which levied a 50-cent per pack tax on all tobacco products. 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 champions health, education, and safety issues benefiting young children and families. Since 1998, First 5 LA has invested \$800 million to support initiatives in all three of its goal areas.

First 5 LA recently launched its FY 2009-2015 Strategic Plan (the Plan), which was developed with input from stakeholders and experts and is based on what current research reveals about early childhood development. Under the new Plan, First 5 LA's overall priority is to strengthen families and communities. Specifically, it seeks to improve the multiple environments that come into contact with young children, including their family, medical and social services and the places where they live. While our vision for all children remains our priority, the Commission aims to better focus its outcomes and strategies in order to strengthen its ability to more deeply impact children. As a result, First 5 LA is shifting its grantmaking approach from initiative-based to a place-based approach. This place-based approach will focus First 5 LA's program and organizational capacity building activities in targeted communities and will be strengthened through countywide strategies. Organizational capacity building will help to ensure that organizations and communities are able to connect parents with the social supports and resources necessary to build strong families and communities that promote child well-being.

THE COMMUNITY OPPORTUNITIES FUND BACKGROUND

First 5 LA's Community Opportunities Fund (COF) established a new funding mechanism for the Commission. COF reflects a responsive giving approach with a focus on funding sustainable change within both organizations and communities. A total of \$13 million was allocated to COF with \$3.25 million available for each of four funding cycles.

Types of Grants

Because COF is intended to initiate sustainable and systematic change at the organizational and community levels, COF is not designed to fund direct services. Two specific types of support are funded: (1) organizational capacity building and (2) policy and advocacy grants. Cycles One and Two funded both organizational capacity building and policy and advocacy projects. Cycle Three funded only policy and advocacy. Cycle Four is funding only organizations capacity building projects.

Additionally, for Cycle Four, COF applicants were required to demonstrate how their project helps to support at least one of the following goal statements as outlined in the 2009-2015 Strategic Plan:

- Babies are born healthy (Decrease the percent of babies born at a low birth weight)
- Children maintain a healthy weight (Decrease the percent of overweight children)



- Children are safe from abuse and neglect (Number of substantiated cases of child abuse and neglect)
- Children are ready for kindergarten (Increase the percent of children reading at grade level at 3rd grade)

For the purposes of COF, organizational capacity building refers to organizational development activities that build and sustain growth and effectiveness with the intention of impacting an established First 5 LA goal selected by the applicant. Capacity building efforts need to focus on developing organizations that strive to continually learn, analyze and act to improve their mission-based priorities. Capacity building projects need to create change that is sustainable beyond the life of the grant. By funding organizational capacity building activities, First 5 LA aims to enable organizations to increase and/or improve their ongoing efforts and to ultimately increase the sustainability of First 5 LA investments.

Cycle Four applicants were required apply for a project that falls within the scope of the COF definition of organizational capacity building explained above. First 5 LA funded the following types of organizational capacity building projects:

- *Programmatic*: Strengthening the organization’s ability to carry out programs
- *Operational*: Improving the organization’s overall functioning
- *Policy and Advocacy*: Increasing the organization’s ability and skill base to effectively conduct policy and/or advocacy campaigns

Examples of *Programmatic* or *Operational* organizational capacity building may include, but are not limited to developing or creating:

- Diversified funding streams
- Effective governance and leadership
- Staff retention strategies
- Effective information technology utilization
- Planning and budgeting tools
- Sustainability plans

Examples of *Policy and Advocacy* organizational capacity building may include, but are not limited to developing or strengthening:

- Organizational vision related to policy and advocacy
- Organizational networks and partnerships
- Understanding of federal, state and/or local advocacy restrictions for nonprofit organizations
- Data or policy analysis skills
- Development of advocacy tools

Cycle Four applicants for capacity building grants were allowed to request up to \$150,000 total for their project over a maximum grant period of three years. Requested amounts and lengths of grants must be appropriate for the proposed activities.

To date, grants have been awarded to 35 agencies through the first and third cycles of the Community Opportunities Fund (COF). The 35 awards consist of 23 Capacity Building projects and twelve Policy and Advocacy projects. These funded projects are all underway.



For Cycle Four, an additional 23 organizations were awarded grants to implement capacity building projects. (List of all COF grantees attached).

Following the approval of the Open Grantmaking Implementation (COF) Plan, a white paper was commissioned from the fund's planning consultants to provide recommendations for, and information regarding best practices in, funding Capacity Building and Policy and Advocacy for implementation of COF. One of the key recommendations presented in the white paper was the provision of grantee support and technical assistance for grantees.

The White Paper emphasized the importance of building grantees' organizational capacity to become sustainable by assisting their development of basic attributes of successful organizations, including having a clear mission, a viable financial model, a diversified funding stream, well developed planning mechanisms, strong staff and a solid professional development plan, and flexibility and dexterity to take advantage of outside opportunities for organizational growth and impact.

The White Paper went on to state that capacity building grants are most effective when funders provide ongoing technical assistance (TA) to grantees. Technical assistance can be provided in multiple ways: TA can be provided directly by staff, via intermediaries or consultants or in partnerships with other funding agencies or capacity building providers. Convening grantees is often seen as a cost effective way to deliver technical assistance and yields additional benefits as well. Technical support provided for capacity building grants include various forms of training, information sharing, peer learning and in some cases mentoring and/or coaching.

Types of Grantee Support

In order to best support the COF Cycle four grantees and help ensure success and sustainability of the efforts beyond the grant, the following grantee support activities will be implemented in coordination with the roll out of the 23 Cycle Four capacity building grants. First 5 LA will select a consultant or a team of consultants with expertise in capacity building based upon the response to this RFQ to provide support for grantees' implementation of their projects.

Grantee Technical Assistance

Consultants will work with grantees to provide intermediary support in grantees' project implementation. Assistance will be focused on grantee utilization of data from a baseline organizational self-assessment (described below), as well as the expressed needs identified within the COF proposal, and the remaining needs to be addressed to support the scope of work.

Grantee Self-Assessment

Each grantee will be required to complete an organizational self-assessment using The Conservation Company's (TCC Group's) Core Capacity Assessment Tool (CCAT) at the beginning of the award period as well as prior to the close of the grant. The TCC Group's CCAT was selected because of its thoroughness and its focus on both utilizing the strengths of an agency as well as addressing its capacity building needs. The CCAT is an online, anonymous and confidential self-assessment of the organization's four core capacities—



Adaptive, Leadership, Management, and Technical Capacities, along with a written report analyzing the organization’s strengths and providing specific recommendations for future growth and change.

The consultant(s) will assist grantees with the reading and interpreting of the CCAT report. If needed, COF consultant may be available to assist with a designated organizational capacity area.

Group/Peer Learning/Networking

First 5 LA will convene grantees to provide group trainings and opportunities for peer learning and networking regarding issues common across COF-funded agencies, and to address capacity building needs related to implementation of capacity building projects as identified through the self-assessments and their scopes of work.

It is intended that group technical assistance will be designed to additionally provide an opportunity for grantees to learn from one another as peers and to network with each other.

The selected consultant(s) will either conduct the trainings or select guest speakers who are experts in areas of organizational effectiveness to provide the important learning experiences.

III. CONSULTANT SCOPE OF WORK AND DELIVERABLES

Under the supervision of the First 5 LA staff, the responsibilities of the Contractor include, but are not limited to, the following:

Summary

First 5 LA is seeking a consultant or a team of consultants with expertise in organizational effectiveness and capacity building to provide the technical assistance support outlined above as “Types of Grantee Support.” Additionally, depending on qualifications, the selected consultant(s) will be requested to also develop and facilitate the grantee group trainings.

Consultant(s) will provide assistance on reconciling the results of the baseline organizational self-assessment with the needs identified within the COF proposal, and identify what needs remain to be addressed to support the scope of work. Consultants will provide periodic consultations with grantees to assess needs and provide recommendations regarding ongoing implementation. While the consultant(s) will not be responsible for implementing the specifically funded project, they will primarily provide linkages to experts in the field and help organizations maneuver the capacity building landscape.

The selected consultant(s) will provide approximately 460 hours of service per year. This includes a total of approximately 16 hours of consultation with First 5 LA and approximately 19 hours of support per grantee per year.

It is also proposed, depending on qualifications, that the consultant(s) design and facilitate grantee group trainings and opportunities for peer learning regarding issues common



across COF-funded agencies, to address gaps in organizational effectiveness as identified through the self-assessments.

Deliverables

Under the direction of, and in coordination with First 5 LA staff, provide technical assistance to COF grantees, along with designing and facilitating grantee group trainings. Specifically, selected consultant(s) will be responsible for the following components of the Community Opportunities Fund for the 23 Cycle Four capacity building grantees:

Grantee Technical Assistance

Provision of technical assistance to COF grantees (either onsite or by telephone) regarding ongoing project implementation (expressed needs with the COF proposal) and organizational self-assessment results. The selected consultant(s) will provide approximately 460 of service per year. As mentioned above, this includes a total of approximately 16 hours of consultation with First 5 LA and approximately 19 hours of support per grantee per year.

- Review results of organizational self-assessment tool (CCAT) with grantee.
- When appropriate or needed, match organizational needs to an outside consultant.

Grantee Trainings

- Facilitation of up to two (2) grantee group trainings per year regarding issues common to all or a majority of grantees and/or to address gaps in organizational effectiveness as identified through the self-assessments.

Coordination with First 5 LA

- Coordination and tracking of grantee consultancies including providing an outline and timeline of each grantee technical assistance project and relevant deliverables.
- Ongoing feedback and communication to First 5 LA; troubleshooting, best practices and recommendations for additional technical assistance support for grantees. (Frequency and method of feedback to be determined.)
- Interaction and communication with COF initiative-wide evaluator who will be responsible for providing grantees technical assistance in development and implementation of their project evaluation plan.

IV. ELIGIBILITY

Applicants must have the qualifications, experience and competency, and ability to successfully carry out the Community Opportunities Fund technical assistance and peer learning activities/grantee group trainings. Applications will be considered from individuals, not-for-profit or for-profit agencies, and/or public or private organizations. Applicants should have a presence in California, the capacity to work in Los Angeles County and have familiarity with conducting similar technical assistance and trainings.

The ideal applicant(s) will be familiar with the fields of organizational capacity building, strategic planning, nonprofit management, and will have extensive experience providing technical assistance and group training. Knowledge of systems and services for children 0-5 and their families is also important. Selected applicants will be invited for an interview with First 5 LA staff.



V. SUMMARY OF DESIRED QUALIFICATIONS

Desirable Community Opportunities Fund Technical Assistance Consultant(s) Qualities

An ideal applicant will have all or some of the following qualifications:

- Demonstrated effective provision of capacity building and/or technical assistance
- Engaging and effective facilitation and technical assistance provision skills.
- Ability to design, manage and track multiple technical assistance and group training projects.
- Ability to work independently without direct supervision.
- Ability to work effectively with individuals and teams with diverse strengths and varying backgrounds.
- Ability to initiate and facilitate conversations with multiple stakeholders.
- Ability to be accessible and flexible in accordance with product timelines and due dates associated with deliverables.
- Willingness to communicate regularly with First 5 LA staff and work effectively as part of the COF team.
- Ability to maintain responsibility for all deliverables, associated activities and deadlines.
- Practical and culturally-appropriate perspectives on issues facing young children and families in LA County.

VI. TERMS OF PROJECT

Available Funding

The consultant(s) will be compensated at an hourly rate commensurate with their experience and compensation history. The consultant is responsible for supplying all business equipment needed to implement the tasks above (e.g., computer, printer, fax, internet access, etc.). Successful applicants will function as part of a larger staff/consultant team. The consultant will be responsible for maintaining a daily log to capture time spent on activities. This will support First 5 LA staff management of costs to ensure execution of all tasks related to the scope of work. Total allocation (from the COF Technical Assistance budget) for this project is not to exceed **\$214,500**.

(Final length of contract and available funding will be determined by the contract execution date. Yearly contracts with First 5 LA will coincide with First 5 LA's fiscal year, which ends on June 30th.) Annual expenditures will be negotiated during the finalization of the contract's Scope of Work and Budget. *Funds will be granted through monthly invoices based on services rendered and actual expenses.*

Contract Period

The Commission expects to enter into an approximate 36-month contract with the selected consultant(s). The contract start and end dates will align with the appropriate schedule for COF Cycle Four. Although Cycle Four will be up to three years, depending on the projects, it is anticipated that consultant services for all 23 capacity building grantees shall



commence on approximately October 8, 2010 and conclude in June, 2013. **DEADLINE EXTENDED TO SEPTEMBER 10, 2010 anticipated start date November 1, 2010.**

Contractual Obligation

The selected Community Opportunities Fund Cycle Four Capacity Building Grantee Technical Assistance Facilitator Contractor is required by law to adhere to all contractual obligations as outlined in this document, including the First 5 LA Contract. (See Sample Contract)

VII. STATEMENT OF QUALIFICATIONS

In order to respond to this RFQ, please complete and submit your proposal and all required documents to First 5 LA no later than **5:00 PM on August 12, 2010. DEADLINE EXTENDED TO SEPTEMBER 10, 2010** applications received after this deadline **will not** be considered.

Required Documents to Respond to RFQ:

The proposal, including all required attachments, must be submitted online at <http://www.first5la.org/Funding-Center>. In addition to the electronic versions, applicants must also submit one (1) original and signed copy of the application cover letter, First 5 LA's "Signature Authorization," and "Agency Involvement in Litigation and/or Contract Compliance Difficulties" forms to:

Evelyn V. Martinez, Executive Director
First 5 LA
750 N Alameda Street, Suite 300
Los Angeles, CA 90012

**Attention: Community Opportunities Fund Policy and Advocacy Grantee
Technical Assistance Facilitator**

1. Proposal Package Checklist
2. Proposal Cover Page
3. Cover Letter: Introducing the consultant(s) and clearly showing the consultant's name, address, telephone number, e-mail address, the date, and stating that the letter is in response to an RFQ for the COF Technical Assistance consultant(s).
4. Proposal Narrative: A 3- to 5-page proposal outlining the consultant's plan for the grantee support outlined above, as well as how the consultant's demonstrated ability, based on qualifications and experience, will facilitate the accomplishment of the eight deliverables outlined above.
5. Résumé(s) or Curriculum Vitae(s): Outlining all relevant work history, educational attainment, publications, prior research projects, etc.
6. Proposed Budget: Please include costs for planning, facilitating, providing technical assistance. Additionally, please include costs for group trainings. (Total budget for this project is not to exceed \$214,500)

7. References (*minimum of three, maximum of five*): Include three references of recent consulting clients or attendees of training / workshops. Please include phone and email contact information. References may be from colleagues, current or former clients, or peers. Each reference should include name, company, address, phone number, email, length of time known, and a short statement about your relationship. In addition, written statements from each reference may be included. First 5 LA must be able to contact at least two (2) of the references provided by the applicant. If two (2) references cannot be reached within a timely manner (no more than three attempts, no longer than one week), First 5 LA may deem the applicant ineligible for this opportunity.

Additional Required Attachments:

8. Signature Authorization Form (1 original SIGNED with BLUE INK): This form is required in order to verify signature authority to enter into contractual agreement with First 5 LA. If not outlined in the Bylaws, a Board Resolution or Partnership Agreement must be submitted, as applicable, that indicates signature authority. Applicants must submit one original form signed in **blue** ink.
9. Agency Involvement in Litigation and/or Contract Compliance Difficulties (Appendix E): Please read the information on the required Agency Involvement in Litigation and/or Contract Compliance Difficulties form thoroughly. An unsigned form or its omission will constitute an incomplete application and will be grounds for disqualification.
10. Annual Independent Audit:
The applicant must include the most recent independent financial audit including the following, as appropriate:
 - Management Letter
 - Auditor's Report
 - Statement of Financial Position (Balance Sheet)
 - Statement of Activities (P/L, Income and Expenses Report)
 - Statement of Cash Flow
 - Functional Expense Report
 - Notes to Financial Statements
 - Federal "single-item" audit (if applicable)
11. Bylaws (if applicable)
12. Articles of Incorporation (if applicable)

VIII. SELECTION PROCESS AND REVIEW CRITERIA

Selection Process

- First 5 LA will award a contract to applicant(s) that has the expertise and qualifications outlined in the RFQ.
- First 5 LA staff will review each application to ensure that basic requirements are met. Basic requirements include: timely receipt of application, format as required, inclusion of all appropriate attachments, etc. Proposals with omissions of any required documentation are subject to disqualifications.
- Applications will be reviewed by three external reviewers with relevant expertise by using the Qualification Review Tool posted with the RFQ. Review tools are adhered to by external reviewers to alleviate the potential for bias. External reviewers are required to sign a Conflict of Interest and Confidentiality Statement.
- Some or all of the applicants who have submitted complete and responsive applications may be interviewed. Interviews are scheduled to be held on dates shown in Section I (Timeline for Selection Process). These dates are subject to change at First 5 LA's sole discretion. All applicants must advise First 5 LA staff of their availability during these days. Interviews will be held either at First 5 LA or via phone. Further written materials regarding qualifications may be requested prior to the interview.
- Reference checks will be completed as necessary to complement rankings resulting from the external review process. First 5 LA must be able to contact at least three of the four references provided by the applicant. One of the two references must be from a community-based project. If two references cannot be reached, First 5 LA may deem this applicant ineligible for this opportunity.

As a public entity, the Commission has a responsibility to the public to ensure that the organizations who receive our funds are financially stable to provide the contracted services. Further written materials regarding the financial stability of the agency may be requested by our finance department prior to the interview.

The First 5 LA staff and/or Commission reserve the right without prejudice to reject any or all submitted qualifications. An appeal process is not available.

Selection Criteria

- First 5 LA will award a Contract to one applicant with the expertise and qualifications outlined in the RFQ. The following represents the selection criteria that will be considered during the evaluation process:
 - The consultant's past experience in performing comparable work;
 - The consultant's knowledge of and experience in organizational effectiveness and capacity building;
 - Experience in program implementation;
 - The consultant's knowledge and understanding of the issues facing young children and families in LA County (especially specific to the funding priorities);
 - Thoroughness, viability, and quality of the consultant's proposal;
 - The consultant's abilities in providing technical assistance;
 - The consultant's abilities in group training and facilitation; and
 - Cost-effectiveness of the consultant's proposal.

IX. CONTRACTUAL CONSIDERATIONS

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

A. *Conflict of Interest*

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

B. *Compliance*

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

C. *Contract Information*

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



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

2. The agency/organization submitting an application agrees that by submitting an application it authorizes the COMMISSION to verify any or all information and/or references given in the application.
3. The COMMISSION reserves the right, after contract award, to amend the resulting contract, scope of work, and any other exhibits as needed throughout the term of the contract to best meet the needs of all parties.
4. The COMMISSION reserves the right to request additional financial information to verify applicant's past and current financial status. This information includes, but is not limited to: the most recent independent audit ending Calendar Year 2009 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 in writing. If this Contract is not signed within the thirty-day (30) period from the intended start date, the COMMISSION has the right to withdraw the contract award. Any agreed upon changes to the intended start date must be confirmed in writing by both parties.
8. Unless otherwise submitted during the application process, the selected Contractor will be required to submit the required documentation listed on the Contractor Checklist, which includes, but not limited to, the following documents before the Contract can be fully executed:

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