



*Champions For Our Children*

FIRST 5 LA  
FAMILY SURVEY PROJECT  
REQUEST FOR PROPOSALS

**Los Angeles County Children and Families First –  
Proposition 10 Commission (aka First 5 LA)  
RELEASE DATE: July 16, 2010**



Champions For Our Children

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## I) Proposal Timeline

### Proposal and Review Timeline<sup>1</sup>

RFP released	<b>July 16, 2010</b>
Interested bidders conference	<b>August 11, 2010, 1:30 to 4:00 p.m. PST</b> at First 5 LA headquarters in Los Angeles, CA
<b>MANDATORY Intent to Apply Form Due (see Appendix A)</b>	<b>August 18, 2010 by 5:00 p.m. PST NO EXCEPTIONS</b>
Frequently Asked Questions	Emailed to all potential applicants weekly starting <b>August 18, 2010</b>
Proposals Due	<b>September 10, 2010 at 5:00 p.m. PST NO EXCEPTIONS</b>
Finalist notification	<b>September 17, 2010</b>
Finalist presentations and interviews	<b>September 27 – October 1, 2010</b>
Award Notification	<b>October 8, 2010</b>
Contract Start Date	<b>December 1<sup>st</sup>, 2010</b>

### RFP Questions

All questions must be submitted via email to Holly Campbell (hcampbell@first5la.org). To ensure that all potential applicants receive the same information, questions and answers will be compiled on a weekly basis and will be emailed to all applicants who submit the mandatory Intent to Apply form.

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

## II) Project Overview

### 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 (also known as the Proposition 10 Commission) was formed as a public entity to develop and oversee various early childhood initiatives and to manage the funding from Proposition 10. To address the needs of communities, in 2004 the Commission adopted The Next Five Strategic Plan (FY 2004-2009), focusing on the goal areas of Early Learning, Health and Safety. Since 1998, First 5 LA has invested over \$800 million to support initiatives in these areas. Additional information regarding First 5 LA can be found at <http://www.first5la.org/>

#### *The First 5 LA FY 2009-2015 Strategic Plan*

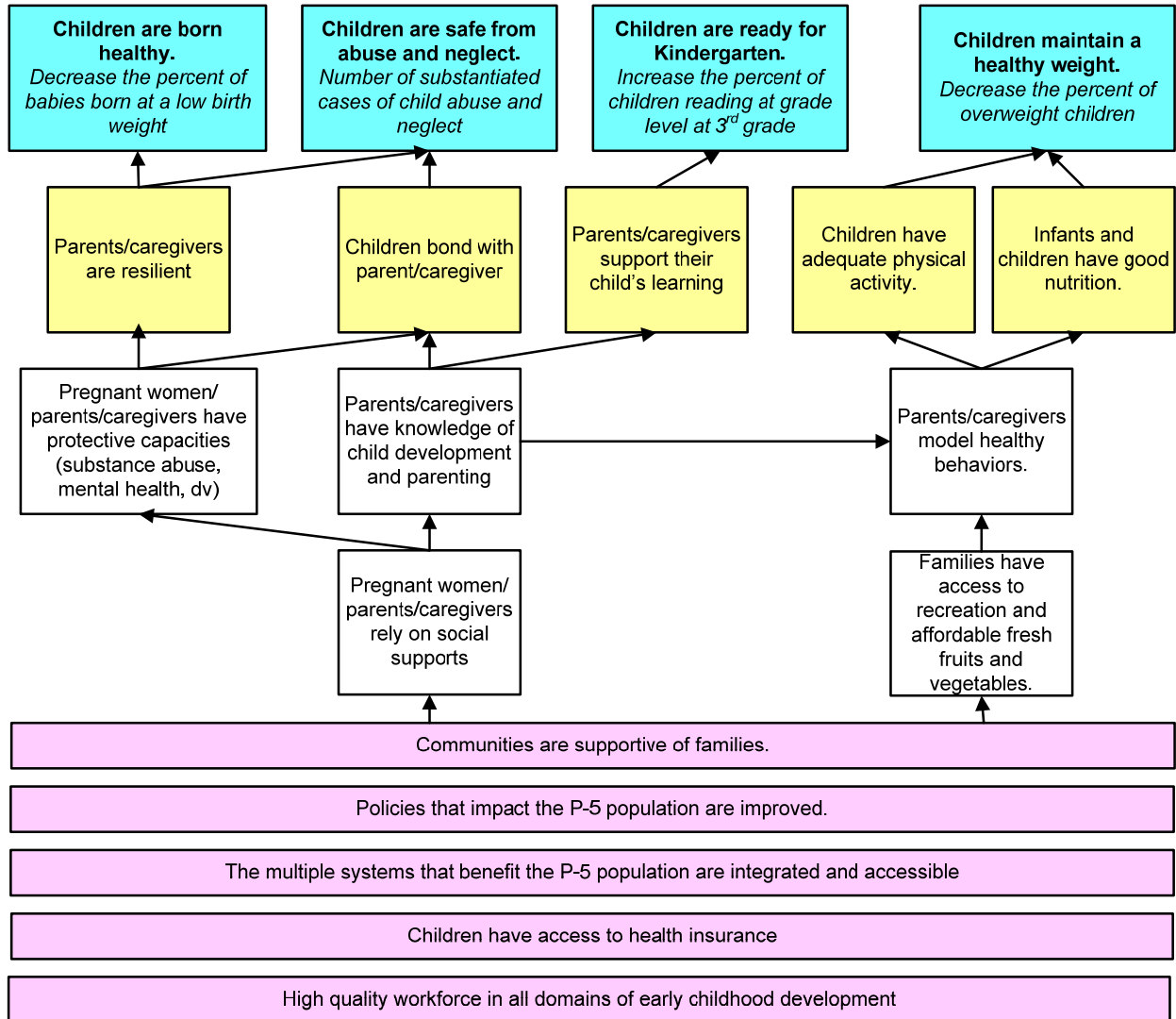
In June 2009, First 5 LA's Board of Commissioners adopted a new strategic plan to guide its investments through June 2015. The adoption of this plan titled, "Strengthening Families and Communities in L.A. County," marked a significant evolution in First 5 LA's approach to grant making by committing a sizeable portion of funding to improving the well-being of children in specific geographic communities, called "Best Start" communities, throughout the County, combined with significant investments countywide. We believe, and research confirms, that children thrive when they live in safe and supportive families and neighborhoods. This combined place-based and countywide approach allows the Commission to concentrate its limited resources in areas of high need and to sustain those efforts over time. The adoption of the new strategic plan will allow First 5 LA to continue focusing on strengthening families while deepening our commitment to fostering a community's ability to create and sustain safe and nurturing places for children to grow.

Within these communities and countywide, the Commission has selected the following four goals that will drive our work in the new plan:

- Children are born healthy
- Children maintain a healthy weight
- Children are safe from abuse and neglect
- Children are ready for kindergarten

All of our investments will be focused on changing outcomes in one of these areas. In addition, the Commission has identified a pathway that leads us to our desired outcomes for children, families, and communities. This pathway will guide our funding decisions in the new strategic plan. The Commission will continue to fund some direct services in the Best Start communities but will also strengthen our commitment to investing in community capacity building and family strengthening.

**Figure 1: First 5 LA Prioritized Pathway**



*The First 5 LA Best Start Communities*

In June 2010, the First 5 LA Board of Commissioners approved a portfolio of 14 communities to target for place-based investment. These 14 "Best Start" communities represent the Commission's commitment to funding a place-based approach as outlined in First 5 LA's 2009-2015 Strategic Plan, Strengthening Families and Communities in L.A. County, which was adopted in June of 2010. This place-based approach recognizes the importance of a family's environment to the health, safety and school readiness of young children. By focusing a significant portion of its resources in specific communities, First 5 LA will strive to have a greater impact on the children and families who reside in neighborhoods of high need in our county.

As part of the process for selecting the target communities for its place-based investments, First 5 LA conducted an intensive data-driven analysis of neighborhoods across L.A.

County. This analysis focused on factors that put children and families at risk, such as poverty, low birth weight rates and low test scores in schools. First 5 LA also evaluated the strengths, assets and infrastructure capacity within communities with high levels of need, and sought to distribute resources throughout different geographic regions of the county and in communities that were reflective of the county's diverse population.

Collectively, the 14 target communities selected are home to about 165,000 children from newborn through age 5, which represents nearly 20 percent of the children 5 years old and younger in L.A. County. The collective need of the target communities is illustrated by the following key statistics:

- 22 percent of families with children living in the 14 target communities live in poverty, compared to 12 percent of families in L.A. County in 2009.
- 41 percent of 3rd grade students score below basic or far below basic in California Standards Test for English-Language Arts proficiency in the target communities compared to 30 percent in L.A. County.
- Out of every 1,000 births, approximately 76 of the babies born in the target communities are considered to be low birth weight, this compared to approximately 73 per 1,000 in L.A. County.
- 54 percent of adults over age 25 in these communities have less than a high school education compared to 31 percent in L.A. County.

Those communities are:

- Broadway-Manchester
- Compton
- East Los Angeles
- Lancaster
- Pacoima
- Palmdale
- Panorama City
- South El Monte-El Monte
- Southeast Los Angeles County
- Watts-Willowbrook
- West Athens
- Wilmington
- Central Long Beach
- Central Los Angeles/ 110-10 Freeway Corridor

Read a profile of each of these communities on the first 5 LA website, at <http://www.first5la.org/node/3872>.

#### *First 5 LA FY 2009-2015 Accountability Framework*

The First 5 LA FY 09-15 Strategic Plan includes an innovative blend of place-based and county-wide funding strategies designed to improve outcomes in four goal areas, including: babies are born healthy, children maintain a healthy weight, children are safe from abuse and neglect, and children are ready for kindergarten. The Commission's decision to move to a "place-based" funding approach, as opposed to initiative-based funding, is an effort to

focus more intentionally on impacting the well-being of families and children by improving the communities in which they live. Thus, our FY2009-2015 Accountability and Learning framework reflects this emphasis on place-based evaluation as well as a strengthened emphasis on using results from our evaluations and research projects to learn and improve on an ongoing basis.

The goals of First 5 LA's Accountability and Learning Framework for the FY 09-15 Strategic Plan include the following:

- Gather and disseminate timely information on implementation and outcomes to support and improve our work and the work of our grantees;
- Capture change over time in Best Start communities;
- Enable us to “tell a coherent story” of our investments to our stakeholders – most notably First 5 LA Commissioners and staff, our community partners and grantees and other external stakeholders.

The major types of research and evaluation activities in which First 5 LA will engage over the course of the strategic plan include the following:

- A longitudinal study which will track a cohort of families from our Best Start communities, and families from comparison communities, over time;
- Place-based and strategic evaluations, including evaluations of some of First 5 LA's key strategies, as well as data collection within each of First 5 LA's Best Start communities to monitor progress towards change;
- Research projects, designed to be responsive to policy and programmatic issues arising out of our evaluation work;
- The convening of a Research Advisory Committee (RAC), which will provide technical input, guidance, and advice to support First 5 LA's research activities as we embark on this new strategic plan and accountability framework;
- Dissemination activities, including the development of a Community Change dashboard where each target community will be able to monitor the change that is happening within its boundaries;
- A learning and improvement process in order to promote meaningful use of our findings.

### *The First 5 LA Family Survey*

A major goal of the FY 2009-15 Accountability and Learning Framework is the timely dissemination of findings to community partners, First 5 LA staff, First 5 LA commissioners, and the general public. A core approach to disseminating what we are learning will be the development of a Community Change Dashboard. The Community Change Dashboard will be the vehicle through which stakeholders can monitor changes in key indicators within the Best Start communities. The Family Survey will be administered to families with children ages 0-5 in First 5 LA Best Start communities, and will likely be administered twice annually until 2015. It will be a primary data source for the Community Change Dashboard, and will be the means by which First 5 LA tracks its own progress towards change on the priority outcomes specified above.

The Family Survey items are centered on the pathway discussed above in the Strategic Plan section. The intermediate steps defined in the pathway towards making change in our

priority measures are what will guide First 5 LA investments in the Best Start communities, and the risk and protective factors highlighted in these pathways are those factors that we are the most interested in. First 5 LA has developed a set of “intermediate” indicators based upon to the pathways, and these indicators form the core of the Family Survey.

To develop the list of intermediate indicators that will comprise the core Family Survey items, First 5 LA research staff conducted a literature review assessing the evidence supporting the moderating effects of the risk and protective factors identified on the prioritized pathway. In particular, staff was interested in understanding the causal evidence connecting risk and protective factors with outcomes via an examination of programs that have been shown through rigorous research to impact the four priority measures. For example, a social support intervention for African American women was shown to improve birth weight outcomes in that population.<sup>2</sup> It is thus likely that social support is causally linked to birth weight, one of our priority measures. Through this process, we identified key risk and protective factors that have been shown to be both modifiable and to impact our priority measures.

Staff then brought this list of identified factors to 15 experts with backgrounds in the field of child and family research. Through structured interviews, these experts suggested modifications to the list of factors. An analysis of the interview data yielded a list of changes that staff then incorporated into the final list of factors.

First 5 LA staff then worked with research partners such as the Los Angeles County Health Survey and the Public Health Foundation Enterprises Women, Infants and Children Program (PHFE-WIC) in order to identify indicators measuring the risk and protective factors identified above that have been pilot tested in the Los Angeles County context in particular. For those factors not already represented in either of the surveys, literature reviews and follow up conversations with experts were conducted to identify new items. In some cases, in collaboration with research partners, First 5 LA staff incorporated new indicators on these county-wide surveys, so that all of the data collected on the Family Survey will be comparable to county norms for all families.

The Family Survey is currently comprised of eleven core items which are summarized in the following table. The Family Survey should take no more than 20 minutes to administer, and for families with more than one child, a child from the family will be randomly selected, most likely on the basis of birth date. The intent is for the population represented in the results to be representative of families in the Best Start communities, with an oversample of high-risk families. In order to maintain a relatively timely feedback loop regarding the state of the communities in which First 5 LA is engaged, the survey will likely be administered twice annually.

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<sup>2</sup> Norbeck, J. S., J. F. DeJoseph, et al. (1996). "A randomized trial of an empirically-derived social support intervention to prevent low birthweight among African American women." *Soc Sci Med* 43(6): 947-54.

**Table 1: Family Survey Core Items**

Number	Item	Relationship with goal statements			
		Maintain a healthy weight	Born healthy	Free from abuse and neglect	Ready for kindergarten
1	Parent’s rating of child’s physical activity level	X			
2	Exclusive breastfeeding 0-3 months	X		X	X
3	Fast food and soda consumption (parent and child)	X	X		
4	Parent-child daily reading				X
5	Parent-child interactions (storytelling, playing, etc)			X	X
6	Participation in any preschool or childcare outside of the home				X
7	Availability of informal social supports		X	X	
8	Availability of formal social supports (e.g. medical home, childcare)		X	X	
9	Parent stress (stress levels and coping)		X	X	X
10	Parental depression		X	X	X
11	Health insurance utilization	X	X	X	X

**Purpose of Contract**

This contract, which will be ongoing through the remaining five years of the First 5 LA strategic plan, involves survey data collection in First 5 LA Best Start communities. First 5 LA will conduct ongoing data collection in Best Start communities in order to examine changes occurring related to our four priority measures. Data on these intermediate outcomes will be collected twice a year among parents with young children (ages 0-5) via the Family Survey in each of First 5 LA’s fourteen Best Start communities, and the data will be disseminated via the Community Change Dashboard, as well as research briefs, presentations, and other products. First 5 LA plans to leverage existing research partnerships with organizations currently collecting county wide data on the same set of indicators in order to compare community level change with county wide change.

The research questions that First 5 LA hopes to answer with data collected during the course of this project include the following:

- How do the families within each of our Best Start communities change over time?
- Are there any trends in risk and protective factors within and/or across communities?

If additional work supporting the Family Survey is required during or after the specified period of performance, First 5 LA reserves the right to either extend this contract or issue a separate RFP to solicit another contractor to complete the required work.

**III) Statement of Work**

**Period of Performance**

**Please note that the term of this contract is one year. The applicant is expected to submit a proposal for the full duration of the Family Survey project (through June 30, 2015), however this is for planning purposes only.** The First 5 LA Commission reserves the right at its sole discretion to extend the term of this contract for four (4) more additional one year terms. Please note that First 5 LA contracts are executed annually, and at the end of each contract year the selected contractor will be required to submit a proposed scope of work, budget, and payment plan for the following year.

## **The Family Survey Project: Major tasks**

The assumptions underlying each of the major tasks are presented below. Applicants are encouraged to revise, expand, and otherwise edit the tasks described below based on the requirements and feasibility of their project proposal. The due dates for the deliverables associated with each of the tasks are included in the following section.

*Task 1: Review First 5 LA strategic plan and accountability and learning implementation materials and meet with partners*

The FY 09-15 strategic plan is quite complex with many nuanced strategies at both the community and county levels. All of these strategies have the ultimate aim of achieving change on the four priority measures agreed upon by the First 5 LA Commission. First 5 LA staff has developed a broad implementation plan for both the accountability plan, including the ongoing community data collection, as well as for the strategic plan more generally.

As an introduction to our organization and our new strategic direction, the selected contractor will review First 5 LA's strategic planning materials, in particular the specifics of the dashboard and community data collection implementation plan. The contractor will meet with the research and evaluation team during one all-day "orientation" retreat conducted within 14 days of the award of contract. The contractor will meet in Los Angeles, CA, with the designated First 5 LA staff. Discussion topics for the project orientation meeting will include the purpose of the project, proposed methods to be employed, and deliverables. Discussions of deliverables will include the establishment of an agreed upon list of progress indicators that will provide First 5 LA and the contractor with information for taking actions as necessary to ensure timely and satisfactory completion of the project in accordance with the work plan and delivery schedule. At least five days prior to the meeting, the contractor will deliver a proposed agenda to the designated First 5 LA staff person for review and comment.

In addition to this one day orientation meeting, the contractor will meet the multiple teams that will be going into each of these Best Start communities engaging families, residents, CBOs, and other providers. These community activities must be coordinated in order to avoid overburdening grantee agencies and families. It is expected that the selected contractor will work with the other First 5 LA teams to coordinate Family Survey administration in such a way as to minimize the burden on agencies and families. The selected contractor will attend at least three meetings with First 5 LA community assessment, community capacity, and Public Affairs teams to open channels of

communication and strategize around reducing any foreseeable burdens. After completing these meetings, the contractor will be expected to write a brief memo describing coordination strategies.

*Task 2: Background report describing relevant literature on survey administration methods*

The selected contractor will conduct a literature review examining research on the cost-effectiveness of survey administration strategies, with an emphasis on studies conducted among disadvantaged families of diverse cultural backgrounds. The contractor will be expected to create a written summary of the literature in this area, with an executive summary describing the key findings and any proposed modifications to the design of the Family Survey as specified in the applicants' proposal based upon the findings in the literature. Both of these documents will be subject to Quality Assurance (QA) review by First 5 LA staff (see Appendix H), and contractors should allow at least ten business days for QA feedback, and sufficient time to make revisions based on that feedback. For this and subsequent tasks, First 5 LA staff may choose to hire an external consultant to serve on the QA committee.

*Task 3: Meet with First 5 LA Research Advisory Committee to get input on survey administration method literature review*

The contractor will attend one all-day meeting with the First 5 LA Research Advisory Committee (RAC). The First 5 LA RAC provides technical input, guidance, and advice to support First 5 LA's research activities as we embark on this new strategic plan and accountability framework. During the course of the meeting, the RAC will review and provide input on the literature review and the contractor's design and analysis plan, as documented in the project proposal.

The contractor, in collaboration with First 5 LA staff, will prepare background materials to be distributed no less than one month prior to the RAC meeting, including the literature review completed and the work plan submitted to First 5 LA in response to this RFP. The contractors will also prepare a presentation to be given at a RAC meeting, as well as questions for breakout groups. The contractor and First 5 LA will co-lead the meeting, and the contractor will be responsible for writing up notes and next steps within the 7 days following the meeting.

The travel and honoraria costs for the RAC members to attend the regularly scheduled RAC meetings and/or their potential involvement in RAC workgroup activities will be supported by First 5 LA. Prior to the RAC meeting, the contractor may propose the use of additional consultants, to the extent that there is a documented need for additional technical expertise not already represented by the current members of the RAC. If additional consultants are necessary, the selected contractor will follow the First 5 LA contract guidelines for consultant expense reimbursements and honoraria in planning and budgeting for any travel and meeting costs associated with the proposed study (see Contractual Considerations, below).

*Task 4: Revise study design and analysis plan*

Based on the literature review and the feedback of the RAC, the contractor will create a technical research design and analysis plan that is a revision of the plan as submitted in the contractor's proposal. The contractor will be expected to work with First 5 LA to explore innovative approaches to locating families in these communities, while still maintaining a robust research design. The study design plan should include the revised sample size in each community required to meet First 5 LA needs, the power analyses conducted to determine the required sample size, and the expected data sources to achieve an appropriately representative sample. The contractor will include references to relevant findings from previous studies, as well as findings from the RAC meeting or expert interviews, where appropriate. The contractor should include appropriate time for at least 3 weeks subsequent to the submission of the draft revised plan for First 5 LA staff and QA team to provide feedback.

*Task 5: Application for IRB approval for data collection process*

The selected contractor will prepare and submit an initial Institutional Review Board (IRB) IRB application through an established IRB, and the contractor is fully responsible for securing IRB approval prior to conducting the Family Survey. Proposed budgets should include any costs associated with the IRB application process.

The selected contractor will be expected to secure renewed approval of the study from an IRB as needed, and the contractor is fully responsible for securing IRB approval prior to conducting the Family Survey. First 5 LA must review and approve all IRB materials prior to submission.

*Task 6: Develop data entry system*

The contractor will design, implement, and document a system to ensure that each designated sample unit is properly surveyed and compensated given the survey administration collection method being used, and that all required information is obtained, properly identified, and stored. The system must have the means for correcting materials/data found to be incomplete or inaccurate. The system must permit project staff to monitor the flow of information and to produce periodic reports of the study's progress, while also maintaining complete confidentiality of participants. These reports will be provided to First 5 LA weekly throughout survey administration.

To ensure that data collected are of high quality, the Contractor will have, in addition to procedures for monitoring the quality of data collectors in the field, a system in place for quickly identifying patterns of inaccuracies and anomalies in the data (such as out-of-range variables, missing data, and unusual distributions of scores), such that immediate corrective action can be initiated. All such problems and subsequent corrections must be carefully documented and compiled into a section of a larger technical memo (see Task 11) that will be included upon completion of each wave of data collection. Any identified problems should also be raised in the context of the contractor's monthly progress reports.

Finally, the contractor is responsible for ensuring that the process for entering and storing data has adequate protocols for ensuring respondents' confidentiality. These protocols must be summarized in a memo to First 5 LA delivered at the same time as the data tool is provided to First 5 LA for review.

*Task 7: Develop training materials and train survey research staff*

To ensure that data collection staff has the skills necessary to perform data collection duties, the contractor will design and implement comprehensive training programs during each data collection period. Training should include aspects of cultural sensitivity, as well as means of ensuring the data collector's personal safety. All persons who collect or have access to raw data must be trained in confidentiality issues and will provide signed assurances of nondisclosure of confidential information. The selected contractor will maintain these records and provide them to the First 5 LA upon request.

Training materials will be due to First 5 LA for review no less than 30 days prior to the first training for each wave of data collection, and these materials are subject to Quality Assurance review.

The contractor will develop and implement a plan to have senior staff conduct periodic site visits during data collection periods to monitor on-site data collection staff, ensure quality control, and ensure a positive and productive interaction with community members and First 5 LA partners.

*Task 8: Prepare for study (ongoing, preceding each wave of data collection)*

Assume for budgeting purposes that the selected contractor will prepare for the data collection in the following ways:

- The contractor will purchase \$10 incentives to provide to each of the survey respondents and a raffle prize worth \$200 awarded to one participant out of every 100 participants in a given community;
- The contractor will purchase all of the required materials, including technology, required for data entry;
- The contractor will conduct any introductory tasks, such as writing, designing, and mailing postcards to selected households;
- The contractor will take necessary steps and purchase any required materials to insure the safety of their data collectors in the field.

Preparations will be complete no less than ten business days prior to each wave of data collection and the contractor will update First 5 LA staff during the weekly team meeting as to the progress of preparations. Please note that the above assumptions are subject to change.

*Task 9: Conduct Family Survey data collection and data entry (ongoing, twice annually)*

The contractor will be responsible for engaging the fourteen Best Start communities in ongoing data collection. For budgeting purposes assume that data collection will be undertaken in communities twice annually. Data collection in the first year will only happen once, beginning in September of 2011. However this, as with all other assumptions, is subject to change. Below are additional assumptions the applicant should bear in mind regarding data collection and data entry.

- Assume for budgeting purposes that data collection will be conducted twice annually **using door to door data collection**, with a short screening tool administered to all households to identify those families with children ages 0-5, but this survey administration method may change based on the literature review and/or the recommendation from RAC members. The details of how the sampling and data collection will be done should be clearly documented in the applicants' proposal, including the following:
  - Sampling units and sampling strategy,
  - Expected response and cooperation rates,
  - Expected sample size:
    - The final sample will include a sufficient number of caregivers with children ages 0 to 5 to allow for robust trend data at the community-level; contractors should submit the relevant power calculations in their proposal, using the characteristics of the Best Start communities, which are documented here: <http://www.first5la.org/node/3872>;
    - Please note that we are interested in sampling families that both will and will not be targeted by First 5 LA strategies within the communities. That is, we are not interested in a sample of First 5 LA participants only, but rather a representative sample of all families with young children throughout the community;
- **Assume that the survey will be administered in communities twice annually**, in order to facilitate the retention of survey staff. This assumption is subject to change. Below are the preliminary survey dates:
  - September-October 2011,
  - March-April 2012,
  - September-October 2012,
  - March-April 2013,
  - September-October 2013,
  - March-April 2014,
  - September-October 2014,
  - March-April 2015;
- **The survey will be conducted in up to eight languages<sup>3</sup>, and some communities are geographically isolated** and require substantial travel time. Contractors should examine the characteristics of the selected Best Start communities for more information.

Applicants should prepare their budgets according to the assumptions above, although all of these assumptions may be revised in the revised study design plan based upon First 5 LA needs and the RAC's and contractor's recommendations.

*Task 10: Prepare data set (ongoing, following each wave of data collection)*

The contractor will be responsible for cleaning and weighting the family-level data for each community, preparing a summary memo and codebook, and preparing data tables for each community and across all communities summarizing key statistics. The data, stripped of

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<sup>3</sup> Languages may include English, Spanish, Chinese (Mandarin and Cantonese), Khmer, Korean and Vietnamese.

individual identifying information, will be shared with First 5 LA in an acceptable format along with a codebook no more than 30 days following the conclusion of data collection.

The data codebook must have sufficient information such that someone outside of the project would understand and be able to use the data set. The codebook will be submitted once, following the first wave of data collection, and updated as needed throughout the project. The elements of a First 5 LA codebook include:

- Variable names, labels, and definitions of each variable in the data set, including scale and min/max information for each of the variables
- Any constructed variables are defined
- Indices are created where applicable such that separate data sets can be linked
- IRB submissions (consent forms, etcetera) are included as an appendix

The selected contractor and First 5 LA will abide by data sharing and intellectual property principles as outlined in the contract.

*Task 11: Prepare technical memo on data collection (ongoing, following each wave of data collection)*

No more than 45 days following the completion of each wave of data collection, the contractor will submit a memo summarizing final response and cooperation rates, any issues with missing data, etcetera.

- A section detailing lessons learned for ongoing data collection efforts, including suggested changes to the survey instrument, methods of community collaboration, and other issues;
- A discussion presenting an analysis of the tasks performed and resolution of problems encountered;
- A section detailing the quality of data collected, as well as a report on non-response across different subgroups for each survey methodology, and efforts made to minimize non-response.

*Task 12: Monthly progress report and invoice, if applicable*

During all phases of the contract, the contractor will provide brief monthly technical progress reports to First 5 LA, which clearly indicate the contract tasks that were to be performed in the prior month, a description of the progress made in completing these tasks, problems encountered or remaining from the prior months, expected approach to resolve problems from the prior month, tasks for the current month, and any budgeting implications or significant concerns to be addressed by First 5 LA. The progress report will provide a cumulative budget summary and expenditures for the current month, presented overall and separately by task.

The selected contractor will invoice First 5 LA in a timely manner, according to the deliverable completed. Generally,

*Task 13: Weekly team meetings*

Relevant staff will be expected to attend weekly phone meetings with the First 5 LA Family Survey project team. The selected contractor will be responsible for drafting agendas for approval by the First 5 LA team prior to the meeting, and the contractor will be responsible for summarizing each meeting in meeting minutes within 2 days following the weekly meeting.

*Task 14: Annual contract renewal activities*

At the end of each contract year, the contractor will be required to submit a revised scope of work and budget for the subsequent year. Each of these documents require review and approval by First 5 LA, and final, signed versions of each document must be submitted to First 5 LA at least 30 days before the end of the contract year.

*Additional activities*

First 5 LA may require the selected contractor to perform additional activities related to the work described above. These activities will be incorporated in a revised work plan, budget, and scope of work as necessary. The contractor will furnish the necessary personnel, materials, services, and otherwise do all things necessary or incident to performing this study, unless otherwise stated in this document.

**Overview and Timeline of Deliverables**

The table below provides a brief summary of tasks, related deliverables and due dates for the project. The information in this table is preliminary and subject to change. More detailed descriptions of each of the tasks listed below, including explicit assumptions for budgeting purposes, are included in the preceding section. Please note that all deliverables are subject to QA review (see Appendix H) and approval before processing of payment.

<b>Task</b>	<b>Deliverable*</b>	<b>Due Date</b>
1. <i>Review First 5 LA strategic plan and accountability and learning implementation materials and meet with partners</i>	Orientation meeting: 1-day retreat consisting of contractor key staff and First 5 LA key staff. Contractor prepares agenda and writes meeting minutes subsequently.	Within 14 days of award of contract
a. Attend one all-day planning retreat with key R&E staff within 14 days of the execution of the contract (depending on availability?)		
b. Attend 3 meetings in person with First 5 LA Research and Evaluation (R&E) team	3 R&E meetings attended	TBD
c. Coordinate with First 5 LA community assessment, community capacity, and Public Affairs teams on strategies used	Up to 3 meetings attended with First 5 LA outreach staff; Brief memo	TBD

<b>Task</b>	<b>Deliverable*</b>	<b>Due Date</b>
engage with target community providers, members and residents in order to prevent overburdening community providers and members	describing findings and how outreach will be coordinated across teams	
2. Background report describing relevant literature on the effectiveness of different survey methods with low-income families	Detailed literature review and cover memo with recommended changes to the survey administration study based upon findings from the review	Draft report January 30, 2011 Final report February 15, 2011
3. Meet with First 5 LA Research Advisory Committee (RAC) to get input on Family Survey administration strategies	Meet with RAC Summary meeting minutes	February 15, 2011 February 20, 2011
4. Revise study design and analysis plan a. Sample size in each community b. Strategies to locate families in communities and coordinate with other outreach strategies happening simultaneously c. Sampling strategy d. Analytic plan for weighting the sample	Draft design plan Memo 2 revisions of design plan memo incorporating QA and R&E feedback	First draft: February 30, 2011 Final draft: March 15, 2011
5. IRB application and approval	IRB application draft Revisions; Written responses to QA comments on draft IRB application submitted IRB approval Ongoing IRB approval secured	February 30, 2011 March 30, 2011 April 30, 2011 As needed
6. Develop data entry system	Draft data tool, including memo regarding procedures to protect confidentiality Final data tool, including memo regarding procedures to protect confidentiality	April 15, 2011 May 1, 2011
7. Develop training materials and train survey research staff	Draft training materials	April 15, 2011 Ongoing: No less than 30 days prior to first training

<b>Task</b>	<b>Deliverable*</b>	<b>Due Date</b>
	Final training materials	No less than 15 days prior to first training
	Data collector trainings held	Ongoing, refresher trainings as needed
8. Prepare for study, e.g., a. Purchase incentives b. Mail out introductory postcards c. Hire and train interviewers d. Purchase any necessary equipment for data collectors	Preparations complete	No less than 10 business days prior to each wave of data collection
9. Conduct Family Survey data collection and data entry	Family Survey data collection dates	<ul style="list-style-type: none"> <li>• September-October 2011</li> <li>• March-April 2012</li> <li>• September-October 2012</li> <li>• March-April 2013</li> <li>• September-October 2013</li> <li>• March-April 2014</li> <li>• September-October 2014</li> <li>• March-April 2015</li> </ul>
	Weekly emails on progress	Ongoing throughout data collection
	Weekly meetings with project team	Ongoing throughout data collection
	Ongoing data entry	Ongoing throughout data collection
10. Prepare dataset a. Clean and weight data b. Prepare summary memo and codebook c. Prepare community data tables to feed into CBAR process (F5LA will be responsible for dissemination? Or Bob?)	Dataset and codebook submitted to First 5 LA	No more than 30 days following the completion of each wave of data collection
11. Prepare technical memo on data collection	Technical memo summarizing data quality and monitoring efforts, addressing any issues that may have arisen during data collection	No more than 45 days following completion of each wave of data collection
12. Monthly progress report and invoice, if applicable	Submit monthly reports updating First 5 LA with progress made on the	Ongoing

<b>Task</b>	<b>Deliverable*</b>	<b>Due Date</b>
	deliverables.  Submit monthly invoices for any tasks and associated deliverables completed	Ongoing
13. Weekly team meetings	Meet once weekly with First 5 LA team to discuss project progress and any concerns	Ongoing
14. Annual contract renewal activities a. Proposed Scope of Work for the following year b. Proposed budget for the following year	Draft SOW, budget  Final SOW, budget submitted no less than <b>30 days before end of contract year</b>	October 1, 2011 October 1, 2012 October 1, 2013 October 1, 2014  November 1, 2011 November 1, 2012 November 1, 2013 November 1, 2014
*Please note that all deliverables will be subject to a First 5 LA quality assurance (QA) review, and payment will not be made until deliverables are completed to the satisfaction of the First 5 LA QA team. Incomplete deliverables may be prorated. Please see Appendix H for QA principles, policies, and conflict resolution process		

#### **IV) Proposal Requirements and Checklist**

In order to respond to this RFP, please complete and submit your proposal and all required documents to First 5 LA no later than **5:00 PM on September 10, 2010**. Applications received after this deadline **will not** be considered.

##### **Required Documents to Respond to RFP:**

The proposal, including all required attachments, must be submitted online at [www.first5la.org/Funding-Center](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, Chief Executive Officer**  
**First 5 LA**  
**750 N Alameda Street, Suite 300**  
**Los Angeles, CA 90012**  
**Attention: Family Survey RFP**

**Online Application Form:** Applicants must submit an online application form. This form will require that applicants have already submitted an Intent to Apply form. It will also require that applicants accept the First 5 LA contract language specified in the contract boilerplate. It will also require that applicants answer the following questions:

- (1) Please provide a brief description of your organizations' experience conducting large-scale, multi-site projects. (500 words maximum)
- (2) Please describe your organizations' experience working with groups from different cultural and linguistic groups (250 words max)

**Cover Letter:** A one-page cover letter introducing the applicant should be uploaded to the online application form. The original signed cover letter must be *received* at First 5 LA by the proposal due date in order for the applicant to be eligible.

**Proposal Narrative** (may not exceed 20 pages): The proposal narrative should be as detailed as possible, including a detailed section on data collection strategies, workforce needs, and training needs. Additionally, the applicant should describe the proposed process to complete each task listed above, and whether there are any tasks that they would add or omit based upon their expertise. Applicants should also list any potential negative consequences of the work, and how those would be mitigated.

If the applicant would like to change a task or assumption put forth by First 5 LA, they may do so with explanation as to why the change was necessary. In this case, the applicant must clarify the extent to which this change impacts the proposed budget. The proposal should also include a Gantt chart, roles and responsibilities of each of the team members and First 5 LA for each task, and rationale for modifications to the timeline proposed in the statement of work. Please note that and a key consideration in reviewing proposals will be the applicants' technical and workforce capacity.

**Scope of Work:** The scope of work is a summary overview of the project, arranged by task. The Scope of Work template is also the template that will be used to support monthly progress reporting. Please see Appendix B of this document for the Scope of Work template and instructions.

**Budget forms:** This contract will be a **fixed-price, deliverables-based contract**. The selected contractor will be paid per deliverable, contingent on First 5 LA approval of the deliverable (see a description of the Quality Assurance (QA) and QA dispute resolution processes in Appendix H of this document). The contractor will assume any risk from contract or project delays. If a deliverable is not achieved in full (for example, a sample size of 400 was included in the budget assumptions and the scope of work but the final sample was only 200), First 5 LA reserves the right to prorate the payment accordingly.

Applicants should create a detailed first year budget organized by task. First year budgets for this project may not exceed \$1.5 million, although it is expected that proposed budgets will be substantially below that amount. Applicants should also submit preliminary budgets for subsequent years. These budgets are not binding and will be renegotiated on an annual basis.

The required budget forms include the following, and are included in Appendix C of this document:

- Budget forms for each year of the project
- Budget narrative for year one

**Staff Résumés and biographical sketch** (no page limit): Include resumes and biographical information for all staff, including those that will be working on the project as subcontractors.

**Memorandum of Understanding:** If a subcontractor will be used on this project; complete the MOU form provided in Appendix D of this RFP. Use as many MOU forms as needed. Applicants with identified subcontractors should include in their proposal a description of previous collaborations with the identified subcontractors.

**Client Reference Forms from 3 Previous Clients:** Use the attached Client Reference Form and Instructions (see Appendix E) to obtain references from three former clients. The applicant is required to complete the top portion of the form (description of work performed), and have the bottom portion completed and signed by the former client. The applicant is responsible for submitting the completed Client Reference Forms as a required attachment. First 5 LA may contact some, or all, of the references as part of its review process.

**Additional Required Attachments:**

- **Agency Involvement in Litigation and/or Contract Compliance Difficulties:** Please read thoroughly the information on the required Agency Involvement in Litigation and/or Contract Compliance Difficulties form (see Appendix F) and include a signed copy of the form in the application. An unsigned form or the omission of the form will constitute an incomplete proposal and will be grounds for disqualification.
- **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.
- **Bylaws ( if applicable)**
- **Articles of Incorporation (if applicable)**

**Proposal Checklist**

This checklist is for your use only and does not need to be submitted to First 5 LA. If any of the following items are omitted from the application, the application will be considered

incomplete and will not be reviewed. Please review all of your documents carefully and check off each item before submitting your proposal.

<span style="font-size: 1.2em;">✓</span> <b>PROPOSAL REQUIREMENTS</b>		
<b><u>MANDATORY Intent to Apply Form Due August 18, 2010:</u></b> In order to qualify for this project you <b>MUST</b> submit the Intent to Apply form (Appendix A). Forms can be faxed, mailed, or delivered but must be received (not postmarked) by 5:00 p.m. (PST) <b>August 18, 2010</b>		
<b>PROPOSAL ELEMENTS Due 5:00 p.m. (PST) September 10, 2010</b> <b>Please submit your application using First 5 LA's online application, as well as submitting one (1) original and signed copy of the application cover letter.</b>		
1		<b>Online application form:</b> see <a href="http://www.first5la.org/Funding-Center">http://www.first5la.org/Funding-Center</a>
2		<b>Cover letter</b> (one original copy signed in BLUE INK mailed to First 5 LA and <i>received</i> by RFP deadline, one soft copy uploaded to First 5 LA online application)
3		<b>Proposal/ Design Plan Narrative</b> (maximum 20 pages)
4		<b>Scope of Work</b>
5		<b>Staff Résumés or Curriculum Vitae and biosketch</b> (no page limit)
6		<b>Budget Forms and Budget Justification</b> (Appendix C)
7		<b>Memorandum of Understanding (if applicable)</b>
8		<b>Client Reference Forms from 3 Previous Clients</b>
9		<b>Agency Involvement in Litigation and/or Contract Compliance Difficulties Form</b> (one original copy signed in BLUE INK mailed to First 5 LA and <i>received</i> by RFP deadline, one soft copy uploaded to First 5 LA online application)
10		<b>Signature Authorization form</b> (one original copy signed in BLUE INK mailed to First 5 LA and <i>received</i> by RFP deadline, one soft copy uploaded to First 5 LA online application)

## V) Review Criteria for Award

### General

Agencies with experience in survey administration are encouraged to apply. Applicants must review the First 5 LA Contract Boilerplate in Appendix G. It is imperative that all applicants review the contract language in detail and fully understand contractual

obligations should they be selected as the contractor for this project. **Applicants will be required to accept the contract language as specified in this boilerplate.**

In order for applications to be considered acceptable and eligible for award they must be prepared in accordance with the instructions given in this solicitation. Proposals will be evaluated from a technical standpoint based on the applicant's technical qualifications, proven management skill, and budget, based upon the criteria defined below.

## **Selection Process**

- First 5 LA will award a contract to applicant(s) that has the expertise and qualifications outlined in the RFP.
- 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 RFP . 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 final award notification is anticipated to occur by **October 8<sup>th</sup>, 2010**, with a final signed contract and projected contract start date of **December 1<sup>st</sup>, 2010**. 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.

## **Review Criteria**

The criteria identified below will serve as the standard against which the technical proposal will be evaluated and lists the significant factors which the applicant should address in the proposal. The evaluation will also be based upon the completeness and thoroughness of the

proposal submitted. The applicant should demonstrate that the objectives of the project are understood and the proposal offers a logical approach for their achievement. The following criteria will be used to technically evaluate proposals and will be weighted as indicated in establishing a numerical rating (a maximum of 100 points obtainable) for all technical proposals submitted:

<u>Points</u>	
1. Understanding of the Scope of Work	15
2. Technical Approach	30
3. Qualifications of Proposed Personnel	20
4. Organizational Experience	15
5. Management Plan	10
6. Budget	<u>10</u>
	<b>100</b>

The criteria are defined as follows:

**1. UNDERSTANDING OF THE SCOPE OF WORK 15 points**

This criterion reflects the extent to which the applicant’s proposal demonstrates a solid understanding of the various conceptual, methodological, statistical and logistical issues related to conducting the proposed pilot project and ongoing data collection in culturally diverse communities. It also reflects the extent to which the applicant’s proposal demonstrates a solid understanding of the demographic and other relevant characteristics of the population currently living in Los Angeles County, particularly in First 5 LA’s Best Start communities. Finally, the Applicant must discuss the scope and complexity of the study tasks, as well as the required skills, resources and strategies necessary for addressing such issues.

**2. TECHNICAL APPROACH 30 points**

The applicant will be evaluated by the extent to which the proposed technical approach is succinct and logical in format, demonstrating clear conceptual design and methods consistent with the various tasks to be accomplished and an approach that meets all the requirements outlined in the RFP, including:

- a. A detailed description of how each of the specific tasks in the RFP should be accomplished including a sampling plan with clear justification (including appropriately detailed power analyses associated with the different research questions, units of analyses, etc.), an approach to each of the project challenges, including any modifications to the various survey administration strategies being piloted, a detailed discussion of how and why the proposed sampling strategy was selected, strategies for working with program staff and establishing an appropriate partnership relationship, proposed data analyses, a detailed discussion of how the data analyses will address such issues as how to collect and analyze data from distinct linguistic subgroups, examinations of measurement equivalence across possible subgroups, any repeated

measurements of child and family functioning across the length of the evaluation, and formats for the required reports; and

- b. Examples of the problems that might occur in the proposed approach, particularly problems related to the complexities of provider-based sampling and other data collection methods, reaching culturally and linguistically diverse families, and data analyses, among others, as well as a sufficiently-detailed description of how each problem should be prevented.

### **3. QUALIFICATIONS OF PROPOSED PERSONNEL**

**25 points**

The applicant will be evaluated by the extent to which their staff qualifications demonstrate the relevant academic background, training and experience in the following areas:

- a. Survey research, particularly multi-site, state-level or national surveys of culturally and linguistically diverse communities, particularly studies conducted among parents of young children, and/or studies that have utilized varied survey methods;
- b. Experience working closely with community-based programs;
- c. Experience collecting and processing quantitative data from a large number of sites. The applicant should demonstrate an understanding of, documented experience with, and the ability to use statistical modeling techniques including in particular statistical weighting procedures;
- d. Experience in managing multi-site research studies of low-income, culturally and linguistically diverse families;
- e. Inclusion of full résumés of proposed staff in the proposal which clearly reflect the range and depth of the requirements outlined above, including any publications in professional refereed journals.
- f. Experience and knowledge working in Southern California, preferably in Los Angeles County.

### **4. ORGANIZATIONAL EXPERIENCE**

**10 points**

The applicant's organizational experience as reflected in the proposal must demonstrate the following:

- a. Adequate computer/statistical resources and the institutional capability to process and analyze all data;
- b. Experience conducting large-scale surveys and providing institutional support for the

recruitment, training and management of a team of field staff, with particular experience conducting surveys in linguistically diverse communities, and other related data collection and quality control activities associated with multi-site and/or longitudinal studies of similar populations.

**5. BUDGET**

**10 points**

Applicants submitting proposals must develop budgets that are in line with common business practices. The applicant's budget and budget narrative should reflect the following:

- a. A reasonable price per task, based on the reviewers' experience;
- b. A composite hourly rate for all personnel that does not exceed \$150/hour (see detail in Contracting Considerations section below);
- c. Tasks assigned to appropriate personnel as to minimize the cost per deliverable while also maximizing the quality of the output;
- d. An awareness of the realities of fixed-price budgeting reflected in an appropriate financial accommodation of risk, particularly related to protracted revisions and delayed start dates.
- e. A first year budget that does not exceed \$1.5 million. It is expected that applicants' budgets will be significantly lower than this, however.

**6. MANAGEMENT PLAN**

**10 points**

The timeline for this project will be intense. Applicants must be able to demonstrate that they can complete all deliverables within the project period. Additionally, management plans will be judged by the extent to which the plan includes the following:

- a. Specific procedures for maintaining quality control and timeliness and conducting regular reviews of the quality of data collected;
- b. Work scheduling according to tasks (and subtasks, as appropriate) and timetables for deliverables on a Gantt chart;
- c. Personnel loading chart by task and subtasks which lists for each key staff (including subcontractors and consultants), the person hours (or days) to be spent on each task and subtask (presented separately by contract year). The approximate percentage of time each individual will be available for this project also must be included, separately for each phase and option, within the overall context of each person's percent time allocated to any other current projects (the percentages for other projects should be presented separately by project, and include the project title, contract/grant number and Contracting/Grant Officer name and contact information). The total percentage of time

allocated among all projects for each key personnel should add up to no more than 100%;

- d. Evidence of the ability to have a sufficient number of the staff available to accomplish the work, including a Memorandum of Understanding with any subcontractor or consultants to be utilized, percent of time devoted to this contract for each person proposed on the project (presented separately by contract year), and a detailed description of all current and projected, outside commitments (listed separately by percent time for each ongoing or proposed project and presented by year) for staff and consultants who are proposed less than full time to this project;
- e. Evidence of the applicant having worked with any proposed subcontractors in the past;
- f. Evidence of the ability to have a sufficient number of site liaisons and other related study staff available within Los Angeles County to provide ongoing, regular contact with First 5 LA grantee agencies and data collectors for the duration of the evaluation contract.

## **I) Contractual Considerations**

Specific contractual considerations, including but not limited to the following, apply to Request for Proposals (RFP) submission process and project implementation and to any contracts that result from the submission and implementation of the project/proposal. The contractor will need to comply 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 RFP. The COMMISSION may deem an applicant ineligible if it finds in its reasonable discretion, that applicant has done any of the following, including but not limited to: (1) violated any significant terms or conditions of Grant Agreement/Contract; (2) committed any act or omission which negatively reflects on Applicant's quality, fitness or capacity to perform services listed in RFP with the COMMISSION or any other public entity, or engaged in a pattern or practice which negatively reflects on the same; (3) committed an act or offense which indicates a lack of business integrity or business dishonesty; or (4) made or submitted a false claim against the COMMISSION or any other public entity.

## C. *Contract Information*

1. The COMMISSION may, at its sole discretion, reject any or all submissions in response to this RFP. The COMMISSION also reserves the right to cancel this RFP, at its sole discretion, at any time before execution of a contract. The COMMISSION shall not be liable for any costs incurred in connection with the preparation of any submissions in response to this RFP. Any cover letters, résumés and/or curriculum vita, including attached materials, submitted in response to this RFP shall become property of the COMMISSION and subject to public disclosure.
2. The agency/organization submitting an application agrees that by submitting an application it authorizes the COMMISSION to verify any or all information and/or references given in the application.
3. The COMMISSION reserves the right, after contract award, to amend the resulting contract, scope of work, and any other exhibits as needed throughout the term of the contract to best meet the needs of all parties.
4. The COMMISSION reserves the right to request additional financial information to verify applicant's past and current financial status. This information includes, but is not limited to: the most recent independent audit ending Calendar Year 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.

## **II) Appendices**

**Appendix A: Intent to Apply Form**

**Appendix B: Scope of Work Instructions**

**Appendix C: Budget forms and instructions**

**Appendix D: Memorandum of Understanding Form**

**Appendix E: Client Reference Form**

**Appendix F: Agency Involvement in Litigation and/or Contract Difficulties Form**

**Appendix G: First 5 LA Example Contract**

**Appendix H: First 5 LA Quality Assurance Review and Conflict Resolution Process**

**Appendix I: Signature Authorization Form**