



Champions For Our Children

**Community Opportunities Fund Cycle 4
Organizational Capacity Building**

Request for Proposals (RFP)

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

RELEASE DATE: March 5, 2010



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I. TIMELINE¹

DATE	ACTIVITY
March 5, 2010	RFP Release Date
March 15, 2010	Proposal Workshop
March 19, 2010	Frequently Asked Questions (FAQs) Posted
April 16, 2010	Proposals Due by 5:00 p.m.
April-May 2010	Selection Process & Site Visits
June 2010	Commission Approval
June-July 2010	Development of Grant Agreements
August 2010	Project Implementation

All questions and requests for additional information regarding this RFP must be received in writing by First 5 LA by 5:00 p.m. on **Wednesday, April 5, 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:

William F. Rowel, Program Officer

First 5 LA
750 N. Alameda Street, Suite 300
Los Angeles, CA 90012

Phone: 213.482.7530

Fax: 213.482.5903

E-mail: cof@first5la.org

¹ First 5 LA reserves the right to modify the stated timeline at any time, all dates are subject to change at First 5 LA's sole discretion.

II. BACKGROUND

About First 5 LA

First 5 LA is a unique child advocacy organization created by California voters (Proposition 10) to invest tobacco tax revenues in programs that aim to improve the lives of children in Los Angeles County.

First 5 LA's vision and commitment is to create a future throughout Los Angeles' diverse communities where all young children are born healthy and raised in a loving and nurturing environment so that they grow up healthy, eager to learn and reach their full potential. First 5 LA's mission is to make significant and measurable progress towards increasing the number of children from the prenatal stage through age five who are physically and emotionally healthy, safe and ready to learn.

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 First 5 LA. 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 approximately \$3.25 million available for each of four funding cycles.

Types of Grants

Because COF is intended to initiate sustainable and systemic change at the organizational and community levels, COF is not designed to fund direct services. Two specific types of support have been funded: (1) organizational capacity building and (2) policy and advocacy grants. In Cycles 1 and 2, First 5 LA funded both organizational capacity building and policy and advocacy projects. In Cycle 3, First 5 LA funded only policy and advocacy projects and in Cycle 4 First 5 LA will solely fund organizational capacity building projects. In the first three cycles of COF, First 5 LA funded a total of 35 organizations including 12 policy and advocacy and 23 organizational capacity building projects.

Organizational Capacity Building

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 should focus on developing organizations that strive to continually learn, analyze and act to improve their mission-based priorities. Capacity building projects should 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.

Applicants must apply for a project that falls within the scope of the COF definition of organizational capacity building explained above. First 5 LA will fund 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

Applicants for capacity building grants may 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.

All applications, including all attached documentation, are required to be submitted online by 5:00 pm on April 16, 2010²

Up to \$3.3 million is available for Cycle 4 and it is anticipated that potentially up to 22 grants will be awarded. Grant awards will not exceed a total of \$150,000 per project.

² See Submission Guidelines on Page 10.

III. COF ELIGIBILITY, REQUIREMENTS & SUBMISSION GUIDELINES

Eligibility Criteria

In order to apply for COF, organizations and projects must meet the following criteria:

- Applicants must be a nonprofit organization that has evidence of tax-exempt status under Section 501(c)(3) of the Internal Revenue Code and deemed “not a private foundation” under Section 509(a); or if the applicant organization lacks nonprofit status, the applicant must have a nonprofit 501(c)(3) organization serving as fiscal sponsor
- Public agencies are not eligible to receive funding from COF organizational capacity building grants³
- Organizations must reside within and serve residents of Los Angeles County
- Proposed project activities must demonstrate the ultimate benefit to children prenatal through five years of age
- Proposed project activities must be new or clearly expand upon existing work
- An organization may receive only one COF grant. Organizations that received a grant in any previous cycle are not eligible for funding in COF Cycle 4

Restricted Activities⁴

- Funds **may not** be used for the lobbying of any policymaker, local, state, or federal legislative organization
- Funds **may not** be used to influence voters to support or oppose any candidate, specific legislation, or ballot measure
- Funds **may not** be used for any of these other restricted activities:
 - Direct services
 - Voter registration drives
 - Capital improvements
 - Endowments
 - Fundraising events
 - Support solely for existing operations
 - Activities with religious purposes
 - Grants to individuals
 - Operating deficits or retirement of debt
 - Salary for new or existing staff to provide direct services
 - Development of curricula to be used for direct services
 - Organizational capacity building activities of public agencies or private foundations

³ A public agency or private foundation may be part of a collaborative in the proposal, however, they can not receive any funding through the grant.

⁴ Please note that while First 5 LA monies may not be used for these purposes, organizations participating in these activities utilizing other sources of funding for these purposes remain eligible to apply.

- Projects that duplicate current or past projects funded by First 5 LA will not be funded

Alignment with First 5 LA Goals

First 5 LA believes that by narrowing the parameters of its investments, it will have more focused impact across the established Goal Areas of Health, Safety and Early Learning. Therefore, as part of the Fiscal Year 2009-2015 Strategic Plan, the Commission has outlined four goals that allow for the creation of benchmarks in order to define the success of First 5 LA's investments⁵.

Goal #1: Babies are born healthy

Goal #2: Children maintain a healthy weight

Goal #3: Children are safe from abuse and neglect

Goal #4: Children are ready for kindergarten

Applicants will need to demonstrate how their project helps to support at least one of the goals above in order to be considered for funding.

Proposal Content

First 5 LA requires submission of proposals using First 5 LA's online system accessed from the COF website at www.first5la.org/COF. Applicants are strongly encouraged to attend a Proposal Workshop before submitting a proposal where information about how to use this system and proposal requirements will be reviewed. Workshop information is listed in the next section. Please carefully review the following requirements for proposal content.

- A. Online Registration Form:** This online form accessible from the COF website must be completed prior to submitting the Project Narrative. Enter Executive Director's name, address and other requested information. If applying as a collaborative, provide the name of Lead Organization as the Primary Contact. Complete all other required questions with respect to First 5 LA funding status, project eligibility, and organizational and project information.
- B. Project Narrative:** The Project Narrative must be uploaded in a Word or PDF document using the online proposal system on the COF website. No hard copies of the Proposal Narrative will be accepted. Responses cannot exceed 10 pages or 5,000 words. The narrative must address the following questions:
 - 1. Organizational Experience and Capacity
 - a. Describe your organization's mission.
 - b. Describe your organization's experience related to at least one of the First 5 LA goals listed above including the target population related to the goal.
 - c. If applicable, describe previous capacity building efforts that have led to identifying your agency's current capacity building needs.
 - d. If applicable, demonstrate the availability of matching resources needed to implement the project.

⁵ See First 5 LA FY2009-2015 Strategic Plan for additional information on the four goals

- e. Demonstrate the capacity to manage all financial requirements related to the implementation of the project.

2. Project Description

- a. Select which of the First 5 LA goals your project will support.
- b. What are the organizational capacity building needs the project addresses and how were they determined?
- c. Summarize your project, including the organizational capacity outcome(s) that will be achieved.
- d. Describe how these changes in your organization's capacity will lead to improvements in the First 5 LA goal you have selected.
- e. What are the primary organizational capacity building activities you are proposing to implement with the project? Include a timeline for the activities. (*Activities refer to the actions and processes that your organization would implement to achieve results*)
- f. What will be the key benchmarks or milestones you will achieve in this organizational capacity building project as a result of the proposed activities? (*Benchmarks or milestones are important activities or events that occur on the way to achieving your organizational capacity outcomes*)
- g. What resources does your organization bring to the project and how will this grant allow you to secure additional resources to implement the project activities? (*Resources refer to the organization's strengths, materials, or capacities such as staff, organizational experience, data, etc.*)
- h. Describe how the proposed organizational capacity building activities are consistent with organizational capacity building as defined by COF.
- i. Describe how changes created by the project will be sustained beyond the life of the grant.

3. Project Evaluation and Monitoring

- a. What data will you collect to ensure that you arrive at the benchmarks and achieve the organizational capacity building outcome(s) described in the previous section?
- b. Will you utilize an outside evaluator, or does your organization have sufficient internal expertise to evaluate the project?

C. Resumes: Provide detailed professional resumes and job description(s) if applicable for the key staff expected to work on the project, outlining all relevant work history, education, etc.

D. Board of Directors: Provide the most recent member roster for the organization's Board.

E. Project Budget: Applicants must submit a project budget. Refer to the instructions provided in Appendix A to complete the Project Budget Worksheet provided in Appendix B. Matching funds are not required; however, if secured, they should be included as directed. At least 8% should be allocated to project evaluation.

- **Applicants may request no more than \$150,000 total over a maximum grant period of three years.** Requested amounts and lengths of grants must be appropriate for the proposed activities.

- F. Budget Narrative:** The Budget Narrative should be included in a separate document. The Narrative should explain each of the line items contained in the project budget, relate expenses to specific activities, and indicate the project year associated with each cost.
- G. Organizational Budget:** Please include the organization's operating budget for the past three years.
- H. Proof of 501(c)(3) status:** Please include the organization's IRS Tax Status Determination Letter.
- I. Most recent audited financial statements (including management letter) and IRS Form 990⁶**
- J. Most recent Annual Registration Renewal Fee Report to Attorney General of California with any attachments**
- K. First 5 LA Required Documents:**
1. Signature Authorization Form (Appendix C) – Signature is required by the staff person that has the authority to make commitments of work such as the Executive Director or Board President. See Appendix C on the COF website for the required form. Applicants must submit two original forms signed in blue ink.
 2. Organization Involvement in Litigation and/or Contract Compliance Difficulties (Appendix D) – Please read the information on the required form thoroughly and sign. An unsigned form or its omission will constitute an incomplete application and will be grounds for disqualification. Applicants must submit two original forms signed in blue ink.

Contractual Documents

These documents are for review only and should not be submitted with the proposal. Successful applicants will move into the contract negotiation phase which will entail the development of several contractual documents. Applicants should review these documents or requirements prior to proposal submission.

- A. Scope of Work (Appendix E):** Please review the attached Scope of Work. While it is not required to be completed for the proposal, it will be completed during contract negotiation for the organizations selected to receive funding.
- B. Logic Model (Appendix F):** Applicants are not required to submit the Logic Model as part of their proposal. However, successful grantees will be required to complete one during the scope of work negotiation process. The Logic Model is a tool to describe the flow or processes of your project. A logic model diagram is included in Appendix F.
- C. Sample Grant Agreement (Appendix G):** It is highly recommended that applicants review the Sample Grant Agreement prior to submitting a proposal in

⁶ If audited financial statements are not available for your organization, provide a written explanation as to the reason along with IRS 990 Forms for the last three fiscal years. Your organization may also be subject to additional financial reporting requirements and conditions if a grant is awarded.

order to be aware of what will be expected of selected grantees. Selected applicants must be able to comply with all of the contract provisions.

D. Memorandum of Understanding: For collaborative grants, an MOU specifying understandings, agreements, resources and responsibilities of and between each of the partners will be required among collaborating partners after the proposal review process.

Proposal Assistance

First 5 LA will host a Proposal Workshop on March 15, 2010, from 9:00 a.m. to 11:30 a.m. The Proposal Workshop will be held at the Metropolitan Water District Building at 700 N. Alameda Street, Los Angeles, CA 90012. Applicants are strongly encouraged to attend the workshop to learn critical information about the COF requirements and process and to receive hands-on instruction in developing a proposal using the online system, completing First 5 LA required budget forms, and planning for evaluation activities. The workshop will review the Proposal Narrative and other components, and highlight what to expect following the proposal submission, review, and selection process. Applicants may register up to two participants from each organization at the COF website. To register, email the name and title of each attendee as well as the organization's name to William F. Rowel, Program Officer at cof@first5la.org no later than 12:00 noon on March 12, 2010.

Submission Guidelines

The Proposal Checklist at the end of the RFP provides a complete list of the required proposal items. The Signature Authorization Form (Appendix C) and Agency Litigation Form (Appendix D) must be submitted in hard copy form with original signatures in blue ink by mail or hand delivered to:

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

All other proposal documents must be submitted electronically and should be completed through the COF online system by **5:00 p.m. on April 16, 2010**, to be eligible for review. Please register early online in order to become familiar with the system. It is highly recommended that after entering your proposal you print a "printer-friendly version" of the online proposal form and review it carefully prior to submission. The printed version should be kept for your records, and will include a list of the proposal components that were attached. If the attachment is not listed, it was not successfully submitted.

If you experience any technical difficulties with submission of the proposal, you may email cof@first5la.org or call (213) 482-7562 for support. **First 5 LA is not responsible for delays due to computer malfunction, or if applicants have problems with the F5LA online system. Late proposals due to technical difficulties will be considered late and will be ineligible for review.** Please allow additional time to account for unexpected delays.

IV. REVIEW PROCESS AND CRITERIA

First 5 LA will award grants to applicants that have the expertise and qualifications to successfully implement an organizational capacity building project in line with the COF guidelines, requirements and criteria. Please keep in mind that this is a competitive proposal review process and only a limited number of organizations can be funded.

The review process is outlined below. First 5 LA reserves the right to modify the review process at any time if necessary. First 5 LA reserves the right, without prejudice, to reject any or all submitted proposals. An appeals process is not available — all decisions of First 5 LA are final.

- A. Review for Completeness – First 5 LA staff will evaluate all applications for completeness and minimum qualifications as described in the Initial Screening Review Tool (Appendix H). Basic requirements include: timely receipt of application, inclusion of all appropriate attachments, etc. Applications with omissions of any required documentation are subject to disqualification. Applicants may use the Application Checklist (Page 13) as an aid in preparing the application. Please note that the Application Checklist is merely an aid. Late or incomplete proposals will not be accepted.

- B. Programmatic Review – After initial review, applicant’s proposals will be evaluated and scored by a panel of external reviewers. Please also refer to the External Review Tool that the external reviewers will use to assess proposals in Appendix I.

Review Criteria

The following criteria will be used to assess the strength of the proposals.

Organizational Experience and Capacity

1. Past and/or current experience related the selected First 5 LA goal statement
2. Applicant has the readiness to implement the project
3. Where appropriate, applicant demonstrates the availability of matching resources needed to implement the project
4. Demonstrates the capacity to manage all financial requirements related to the implementation of the project

Project Description

5. Overall project design is clear, logical and well-formulated
6. Clarity and detail in the project’s activities and benchmarks
7. Organizational capacity building outcomes are clearly identified and are realistic
8. Applicant clearly describes how improvements in their organizational capacity will lead to changes in the selected First 5 LA goal
9. Applicant describes the organizational capacity needs that will be addressed and how they were determined
10. Applicant took an intentional and systematic approach to developing the project

11. Applicant demonstrates the overall viability of the project to achieve the described organizational capacity outcomes
12. Applicant adequately describes how changes created by the project will be sustained beyond the life of the grant
13. The proposed project budget is consistent with the activities described in the proposal

Project Evaluation and Monitoring

14. Alignment between evaluation data indicators and project benchmarks
15. Use of evaluation data to inform project

Additional Considerations

- In the interest of distributing First 5 LA funding to a broader number of agencies in Los Angeles County, *at least 60%* of funding will be allocated to applicants who 1) have not received a prior grant from First 5 LA, or 2) are partnering with an organization without First 5 LA funding history.
 - Assessment of fiscal health once programmatic criteria are met
- C. Compliance and Duplication – If the applicant has current or previous First 5 LA funding, compliance with and successful implementation of those prior and/or current grants will be considered. Applicants, regardless of past or current funding, cannot be funded for activities similar to those within the scope of work of an existing First 5 LA investment.
- D. Project Budget Review – Project budgets will be reviewed for thoroughness and appropriateness based on the proposed activities and timeline.
- E. Financial Review – Applicants will be reviewed to assess fiscal health in relationship to their capacity to implement the proposed project and manage the proposed budget.
- F. Site Visit – Staff will conduct site visits of all qualified proposal applicants to gain additional knowledge regarding questions that may arise during programmatic or financial review.
- G. Recommendations to the First 5 LA Board of Commissioners – It is anticipated that staff will present the funding recommendations to the First 5 LA Board of Commissioners for approval in June 2010. Following the Commission’s decision, all applicants will be notified in writing of the status of their submitted proposal. Contract negotiations will be conducted with all approved awardees. Execution of the grant agreement will be based upon successful contract negotiation.
- H. Feedback Process – Proposal applicants who are declined may receive feedback if requested within two weeks of declination notification. There will be no consideration of appeals. Further details regarding the feedback process will be provided following the proposal review.

V. APPLICATION CHECKLIST

Refer to Proposal Narrative and Submission Guidelines requirements for complete information about required application content and requirements. Online Applications must be completed and documents must be submitted online by **5:00 p.m. on April 16, 2010**. Hardcopies of Signature Authorization Forms and Organizational Litigation Forms also need to be received by First 5 LA by **5:00 p.m. on April 16, 2010**.

Please note that incomplete proposals will be considered ineligible for review. A proposal is incomplete if any of the following documents are not submitted:

- Online registration form (completed online)
- Proposal Narrative
- Project Budget (Appendix B) and Budget Narrative
- Resumes of key staff
- Board of Directors roster
- Signed and dated Signature Authorization Form, Appendix C (hard copy with original signature must be received)
- Signed and dated Organization Litigation Form, Appendix D (hard copy with original signature must be received)
- Copy of 501 (3) (c) status/IRS Tax Status Determination Letter
- Audited Financial Statements including management letter and IRS Form 990
- Annual Registration Renewal Fee Report to Attorney General of California with any attachments
- Organizational budgets for the last three years
- Letter(s) of Support for collaborative projects

VI. 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 Grant Agreements that result from the submission and implementation of the project/proposal. The Grantee will need to comply with all of the provisions in the attached sample Grant Agreement (Appendix G) (See Sample Grant Agreement).

A. *Conflict of Interest*

The selected Grantee will be required to comply with the COMMISSION's Conflict of Interest provisions, as outlined in the grant agreement, and as applicable under California Law. Grantee acknowledges that he/she/it is acting as public official pursuant to the Grant Agreement 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. Grantee shall maintain the confidentiality of any confidential information obtained from the COMMISSION during the Grant Agreement period and shall not use such information for personal or commercial gain outside the Grant Agreement period. By agreeing to the Grant Agreement and accepting financial compensation for services rendered hereunder, Grantee 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 Grant Agreement and for one year thereafter, Grantee will not knowingly solicit or accept employment and/or compensation from any COMMISSION collaborator, Grantee 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 Grant Agreements or Contracts 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. *Grant Agreement 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 Grant Agreement. 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 Grant Agreement award, to amend the resulting Grant Agreement, scope of work, and any other exhibits as needed throughout the term of the Grant Agreement 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 2008 Fiscal Year June 30, 2008, 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 Grant Agreement by the COMMISSION to an individual/agency/organization that proposes to use sub contractors for the performance of work under the Grant Agreement 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 Grantee will be required to sign the Grant Agreement at least two (2) weeks prior to the intended start date of the Grant Agreement, as outlined in Terms of Contract section, to assure the timely completion of the signature process by all parties. If the Grant Agreement 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 Grant Agreement execution date (the date all parties have signed the Grant Agreement) and Grantee will not be eligible to obtain reimbursement for any costs incurred prior to the Grant Agreement execution date, unless otherwise approved by the COMMISSION. If this Grant Agreement is not signed within the thirty-day (30) period from the intended start date, the COMMISSION has the right to withdraw the Grant Agreement 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 Grantee will be required to submit the required documentation listed on the Grant Agreement

Checklist, which includes, but not limited to, the following documents before the Grant Agreement 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 Grant Agreement.
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 Grant Agreement requirements are attached (See Sample Grant Agreement). If successful, the Grantee will be required to meet all of the terms and provisions set forth in these documents and within the timeframe identified.

VII. APPENDICES

All Appendices are included as separate attachments.