



Champions For Our Children

**BEST START LA
ECONOMIC ANALYSIS CONSULTANT
REQUEST FOR PROPOSALS (RFP)**

**Los Angeles County Children and Families First –
Proposition 10 Commission (aka First 5 LA)
RELEASE DATE: February 2, 2009**



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I. TIMELINE FOR SELECTION PROCESS¹

ACTIVITY	DATE
RFP Release	February 2, 2009
Application Due	March 2, 2009
Interviews with Final Applicants (if applicable)	March 17 – March 20, 2009
Applicants Notified	March 23, 2009
Contract Negotiations Begin	March 30, 2009
Contract Start Date	April 27, 2009

All questions and requests for additional information regarding this RFP must be received in writing by First 5 LA on **Monday, February 23, 2009**. 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:

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

Phone: 213.482.7534

Fax: 213.482.5903

E-mail: hroper@first5la.org

1. Note: While it is First 5 LA's desire to execute the contract on April 27, 2009, all dates are subject to change at First 5 LA's sole discretion.

II. BACKGROUND

First 5 LA -- “Champions for Our Children”

In 1998, California voters passed Proposition 10, which levied a 50-cent per pack tax on all tobacco products. The resulting tax revenues were earmarked for the creation of a comprehensive system of information and services to advance early childhood development and school readiness within each county in California. In Los Angeles County, First 5 LA was formed as a public entity to develop and oversee various early childhood initiatives and to manage the funding from Proposition 10. To address the needs of underserved communities, the Commission in 2004 adopted The *Next Five* Strategic Plan (FY 2004-2009), focusing on the goal areas of early Learning, Health and Safety. Additional information regarding First 5 LA can be found at <http://www.first5la.org/>.

Best Start LA Focus Area Overview

Through Best Start LA, First 5 LA seeks to optimize the social, emotional, cognitive, language, physical and motor development of Los Angeles County’s youngest children. Further, the Commission recognizes that addressing the developmental potential of young children must be done within the context of the multiple environments that affect their development. Best Start LA is designed to both strengthen the integration of existing First 5 LA investments and to address the need to make additional investments using the best available evidence of what works as a key criterion. The long-term vision is a Best Start LA model that is sustainable and scalable for all communities in the county.

Particular components of the Best Start LA model are as follows:

- Best Start LA Demonstration Communities. In order to fully develop and illustrate the model in diverse settings with unique assets and needs the Commission will invest in five demonstration communities. Each community will launch with a lead facilitator or entity that will be responsible for convening and collaborating with all partners necessary to implement all strategies within the model. The first of the five demonstration communities is referred to as “The Pilot.” The pilot will play a unique role in completing initial testing and refinement of the protocols and procedures for the direct service component (Home visitation) and developing lessons learned from which the other four demonstration communities will benefit.
- Home Visitation As a way of introducing families to the wide range of services within a Best Start LA community, a registered nurse or community health worker will conduct a series of prenatal, hospital and home visits to all parents through the home visitation program. The purpose of these home visits is to invite and welcome families into an array of services and support elements existing in their communities. During these voluntary visits, parents will receive:
 - Information about parent-infant attachment, infant behavior, and their child’s development
 - Breastfeeding support
 - Referrals to community-based supports, if desired.

- Sustainability Throughout the development of Best Start LA, the Commission has acknowledged sustainability as core to the success of the Best Start LA model. The Commission understands the need to invest in a holistic approach to sustain its investments, spread effective strategic innovations across LA County and leverage resources in order to ensure lasting improvements in the systems of care and support that impact the health and well-being of young children and their families.
- Workforce Development (WFD) enhances and/or establishes career pathways for the professions associated with Best Start LA Demonstration Community implementation, as well as increasing partnerships with, and training of, those professions that work with pregnant women, infants and toddlers in order to provide a foundation which supports countywide spread of the vision. In addition, through the participation of professionals and paraprofessionals in the demonstration communities, WFD increases the ability of those communities to achieve the Best Start LA results effectively and sustain Best Start LA efforts for the long-term.

Evaluation plan for the Best Start LA model

Best Start LA is described as a focus area that will optimize the social, emotional, cognitive, language, physical and motor development of children from birth through age 3 within the context of the multiple environments that affect their development.

The evaluation plan being developed for Best Start LA reflects this vision as well as recognizing the need to incorporate more intentional economic/cost related evaluation work.

Main evaluation questions. Globally, the evaluation is designed to measure the impact Best Start LA can achieve short, mid and long term in the following categories:

- Child and family level outcomes
- Community level outcomes
- Data infrastructure outcomes
- Sustainability/Scalability outcomes
- Workforce development outcomes
- Organizational outcomes
- Policy outcomes

To allow for specificity and a targeted evaluation a core set of outcomes that encompass the categories above will be selected. Definitions of success or desired ‘effect sizes’ will also be quantified for each of these core outcomes. This will enable more comprehensive measurement of impact and tracking of achievement of the planned focus area goals.

The evaluation will be divided into a number of separate yet linked study tracks comprising 1) a child and family study, 2) a place based community study and 3) a community based action research (CBAR) study.

1) The child and family level outcomes will be studied via the child and family study utilizing 3 study groups: an intervention group who are receiving all Best Start LA

strategies and 2 comparison groups who are receiving different subsets of the Best Start LA strategies.

2) A more formative place-based evaluation will be undertaken to examine the community, data infrastructure, sustainability/scalability, workforce development, organizational and policy outcomes.

3) The CBAR study will be an evaluation of the process by which members of the demonstration communities are assisted via the Best Start LA model in their understanding of their community and its issues and finding methods and actions to resolve these problems. These processes will likely impact outcomes across many categories.

Recommendations for Costs/Economic Analysis We are mindful that the evaluation framework should also include indicators and measures that will allow for the collection of data necessary to perform basic to more sophisticated economic and cost related analyses over the lifespan of the Best Start LA focus area.

We require that our evaluation plan includes strategies to collect data which via the appropriate application of costs and/or economic evaluation can demonstrate economic changes attributable to the Best Start LA model. Specifically we would want to highlight changes in social and community indicators that also have relevance for economic analysis within and across our broad outcome areas i.e. at the level of the child and family and at the level of the community. We would also require that our evaluation is able to provide data and a review of the overall key economic factors associated with the Best Start LA model. We see this more macro level analysis as being particularly relevant for continued program improvement and for the implementation of sustainability strategies, areas that may require a systematic application of economic analysis such as cost effectiveness and cost benefit analysis over time. In addition, our most broad and long term evaluation aims include cost benefits analyses of the community landscape at large, with respect to the economic impact and potential cost savings resulting from the capacity building, systems change, policy, and sustainability efforts of Best Start LA across all communities impacted.

Thus, the scope of this RFP is to aid in the thinking and planning around what types of economic and cost related analyses would be highly appropriate, feasible and desirable along the timeline of the Best Start LA focus area. Specifically, we are seeking recommendations on the kinds of analyses we should plan for, how we can use multiple forms of economic analyses to inform our research, and whether the current data collection plan is sufficient for these aims.

We also see the scope of the economic and cost related work as gathering momentum and complexity as the Best Start LA model matures. In the initial years (1-5) we are realistic about the scope and sophistication of any cost analysis that can be performed. We would look to the expertise of consultants to help us plan and extract as much as possible from the early data collection strategies in this regard.

In the mid to long term our plan would include strategies for tracking outcomes potentially past the 10 year marker (via strategic data partnerships). This will allow us to capture data after the Best Start LA model has been completed (year 5). However, we are cognizant that the ability to perform more wide-reaching analysis is predicated on the inclusion of

appropriate indicators and data sources early in the data collection process. Again, we would look to the expertise of consultants to aid in the formulation of an integrated data collection plan that will allow us to perform a wide range of economic analyses over time to answer multiple questions regarding cost-benefits, return on investment, cost effectiveness, and without creating unnecessary burden on the part of community members and stakeholders.

Eligibility

The First 5 LA Commission is seeking a highly qualified consultant(s) to assist in the development of the economic/cost related component of the Best Start LA evaluation plan as described above and to carry out the specific requirements outlined below. The consultant(s) should have demonstrated success in developing costs/economic research plans as well as feasible and sustainable data collection and analysis strategies.

Team Approach. The successful candidate(s) will be required to assist staff in identifying and recommending to the First 5 LA Board of Commissioners appropriate strategies for costs and economic analysis planning and implementation. Given the complicated nature of the Best Start LA model, applicants would need to have demonstrated success in the various forms and applications of costs and economic analysis in the domains of direct services, capacity building and community development work. Furthermore, in terms of experience, familiarity working with data generated by communities, programs relating to young child and their families as well as more traditional economic research data is desired. Initial discussion with commissioners indicated that the successful implementation of such a broad and evolving economic evaluation strategy could require potentially a team of economic experts with diverse and complimentary experience.

Applicants responding to this RFP must take into consideration the breadth of this RFP and the diverse and comprehensive set of requirements as outlined below. It will be at the discretion of the applicant as to whether they wish to apply as a sole contractor or whether they wish to assemble a team of consultants to undertake the work. All applicants must have ALL the qualifications, experience, competency and abilities as outlined below. Applications will be considered from not-for-profit and for-profit agencies, public and private organizations as well as collaborative, and academic groups.

Through this RFP, First 5 LA will fund a qualified costs/economic analysis consultant or pool of consultants not to exceed \$100,000 to facilitate the development of an integrated and comprehensive data collection plan for the purpose of generating economic analysis and economic data for the Best Start LA focus area. This consultant should be completed within a period of nine to twelve months. The consultant team will be expected to meet frequently with staff from various departments within First 5 LA and potentially with members of the Board to assist them in this process.

In terms of implementation of economic evaluation recommendations, the consultant(s) selected for this RFP may have the opportunity to expand their scope of work from the initial planning and development phase to also include involvement in evaluation activities within the Best Start LA evaluation and/or broader commission activities. However, any such expansion of role is not guaranteed and applicants responding to this RFP should understand that the initial contract will be limited to the scope of work as described below:

Summary of Desired Qualifications

- Knowledge of and experience with economic analysis theory, planning, implementation, and evaluation
- Knowledge of and experience with economic analysis as it relates to direct services, capacity building and community development work
- Understanding and ability to plan work that takes into consideration diverse community profiles and community assets
- Knowledge and experience in developing evaluation plans which involve data collection from diverse sources and in diverse formats within a longitudinal framework.
- Knowledge of and ability to document and compile literature on economic evaluation techniques, methods, indicators of success, and other evidence-based measures.
- Knowledge and understanding of general research and evaluation methodology, participatory techniques, and community-friendly approaches
- Familiarity and knowledge of recommending and using performance measures for economic analysis
- Proven experience working with agencies in providing economic evaluation training and technical assistance
- Experience in facilitation and convening meetings for the purpose of knowledge sharing and peer learning
- Ability to communicate complex issues, stimulate creative thinking, negotiate differences and facilitate learning
- Ability to be accessible and flexible in accordance with product timelines and activities
- Ability to synthesize information from multiple sources and form recommendations to report to the First 5 LA staff and Commission
- Strong time management and team building skills
- Strong written and oral communication skills
- Prior experience working in a collaborate manner with proposed sub contractors

III. DELIVERABLES AND SCOPE OF WORK

To reiterate, the overarching goal of this RFP is to aid First 5 LA to identify, prioritize and embed within an overall evaluation plan, strategies that will ensure short, medium and long-term solutions for providing costs/economic analysis across the core outcome areas of the Best Start LA focus area. The ideal consultant or consultant team should have experience in cost/economic analysis as it relates to direct services, capacity building, sustainability, and community development within a longitudinal data collection framework.

The consultant or consultant team will meet and advise the First 5 LA Best Start team in the enhancement of the Best Start LA evaluation plan over the course of nine to twelve months. Working closely with First 5 LA staff, the consultant will suggest a framework and method for embedding economic evaluation and cost related evaluation into the overall Best Start LA evaluation plan. This consultation process will augment the evaluation framework so that it includes necessary and appropriate indicators and measures for basic to more sophisticated economic and cost related analysis over the lifespan of the Best Start LA focus area.

Specifically the consultant will provide input, critical thinking and concrete strategies so that the evaluation is able to provide data analysis that captures changes in economic indicators within and across our broad outcomes areas i.e. at the level of the child and family and at the level of the community. The consultant must also provide advice and expertise around building an evaluation plan that can provide data and commentary on the overall economic factors associated with the effectiveness and success of the Best Start LA model, particularly as it relates to continued program improvement and for the implementation of sustainability strategies, areas that may require a systematic application of economic analysis such as cost effectiveness and cost benefit analysis over time. In addition, the consultant must take into consideration the broad and long term evaluation aims which include cost benefits analyses of the impact of Best Start LA on community conditions, such as the impact and potential cost savings resulting from the capacity building, systems change, policy, and sustainability efforts of Best Start LA.

Below is a list of questions that the Economic Evaluation Consultant would be expected to provide answers to:

1. What approach(es) should we use when analyzing cost? For example: Cost-benefit? Cost savings? Return on investment? Cost avoidance? Which form(s) of analysis will allow us to answer questions that address specific needs, i.e. program improvement, sustainability, outcomes/impact analysis?
2. What should be the Best Start LA definition of “economic impact”? Within the Best Start LA model, what are realistic criteria for “success” when considering costs/economic issues, i.e. return on investment, cost effectiveness, cost-benefits?
3. How should our cost analysis take into account the different characteristics and profiles of the Best Start LA communities and the challenges faced by them as regards implementation and impact?

4. What forms of economic analysis are realistic in the short, medium and long term? What kinds of data will they yield and how could we use that data for midway corrections?
5. What sorts of questions will a thorough economic analysis be able to answer in the short, medium and long term?
6. Are we collecting the appropriate types of indicators in our evaluation to be able to perform the different kinds of economic analysis?
7. If not, what other indicators should be included so that we have a comprehensive set that will allow for multiple forms of costs analysis?
8. How should we adjust these indicators and measurement tools over time to stay on track with the economic evaluation?
9. How should the timing of the analysis be laid out, i.e. to coincide with the “life cycle” of Best Start LA (e.g. ramp up versus full implementation)?
10. a) What would be the cost to First 5 LA to include the recommended level of data collection and analysis to the overall evaluation plan?
b) If offering different scenarios for this cost to First 5 LA, what is the level of precision we can expect to see in our analysis for each costing scenarios?

Knowledge Sharing

Other functions the selected economic evaluation consultant may be expected to provide would include:

- Meet with First 5 LA staff to identify areas where economic evaluation may have relevance for current and future commission work
- Facilitate knowledge-sharing convenings with First 5 LA staff to discuss identified economic evaluation topics
- Highlight information relevant to First 5 LA’s ongoing strategic planning process pertaining to economic and cost related analysis and evaluation.
- Provide recommendations for future and/or further exploration related to economic and cost-related analysis and evaluation work.

V. TERMS OF PROJECT

Available Funding

The total amount of funding available for the Economic Evaluation Consultant will not exceed \$100,000. A final Budget and a Scope of Work will be negotiated once an Economic Evaluation Consultant has been selected. *Funds will be granted through monthly invoices based on actual services rendered and incurred expenses as spelled out in the approved budget.*

As noted earlier applicants may in the future be given opportunities to expand their scope of work to include evaluation activities or broader commission-related activities. In that instance, the funding available for the Economic Evaluation Consultant will be reviewed and the budget will be modified. However, applicants should note that any such expansion of role is not guaranteed and applicants responding to this RFP should understand that the initial amount of funding available will not exceed \$100,000.

Policy and Guidelines for Hiring Consultants

Per First 5 LA's policy and guidelines for Hiring Consultants, the total composite rate 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. 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 into \$150,000 in billable hours = \$150/hour).

Contract Period

The contract period will be for nine to twelve months contingent upon First 5 LA approval and submission of contractual documents by the selected Evaluation Consultant. It is projected that the contract begins on **April 27, 2009**.

The Economic Evaluation Consultant shall not be authorized to deliver or commence performance of services as described in the application until written approval has been obtained from First 5 LA. Any performance of services commenced prior to obtaining all written approvals by First 5 LA shall be considered voluntary.

Contractual Obligation

The selected Economic Evaluation Consultant is required by law to adhere to all contractual obligations as outlined in this document, including the First 5 LA Contract. (See Sample Contract, Appendix 8)

VI. STATEMENT OF QUALIFICATIONS

In order to respond to this RFP, applicants are required to submit the following documents to First 5 LA no later than **5:00 p.m. on Monday, March 2, 2009**. Applications received after this deadline will not be considered.

Cover Letter (maximum 1 page): Each applicant is required to include a cover letter addressed to Evelyn Martinez, Executive Director of First 5 LA, specifying the following: introduction of the applicant, clearly showing the applicant's name, address, telephone number, e-mail address, the date, stating that the letter is in response to an RFP for the Best Start LA Economic Evaluation Consultant. The applicant's cover letter must be signed by a person authorized to bind the applicant to the terms of the application.

Professional Experience and Approach (maximum 8 pages):

1) *Professional Experience and Expertise:* Systematically describe the applicant's demonstrated ability, based on qualifications and experience, to accomplish the deliverables outlined above, include a *sample* timeline of activities. Applicants must provide narrative examples of at least three similar past or current projects, and identify their role in these projects. Applicants must also specify qualifications of all other individuals and/or organizations, if any that will be included as a subcontractor.

2) *Proposed Approach to Deliverables and Scope of Work:* Discuss and present a sequence of key actions, activities, or events necessary to accomplish the Scope of Work and produce the Deliverables on page 9. Include a description of relevant methods and effective strategies to be employed in carrying out the specified functions of an Evaluation Consultant.

Agency Involvement in Litigation and/or Contract Compliance Difficulties (Appendix 1): Please read the information on the required Agency Involvement in Litigation and/or Contract Compliance Difficulties form thoroughly. An unsigned form or its omission will constitute an incomplete application and will be grounds for disqualification.

Signature Authorization Form (Appendix 2): 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 two original forms signed in **blue** ink.

Board Resolution (Appendix 3): Include, as needed, to support the authority of persons listed on Signature Authorization Form (Appendix 2).

Proposed Budget and Budget Narrative (Appendix 4): The proposed Budget must include costs broken down by hourly rate for all staff and subcontractors. Provide a Budget Narrative justifying all included costs. Please use the Sample Budget and Justification as a template for itemizing costs related to the application.

Résumé or Curriculum Vitae for Applicant(s): Provide a detailed professional resume for the key staff expected to work on the project, outlining all relevant work history, educational attainment, publications, prior research projects, etc. Include the resumes for subcontractors as well. All subcontractors must be clearly identified and approved by First 5 LA prior to commencing work.

References Form (Appendix 6): Provide the names, titles, addresses, email addresses, and telephone numbers of at least three (3) references. References must be from organizations or individuals for whom the applicant has provided similar services, and must be able to provide information regarding the applicant's skills and performance regarding the provision of such services. First 5 LA must be able to contact at least two (2) of the three (3) references provided by the applicant. If two (2) references cannot be reached, First 5 LA may deem the applicant ineligible for this opportunity.

Memorandum of Understanding (Appendix 7): If a subcontractor or un-paid collaborator will be used to render any of the services under this application, the applicant must submit an MOU. MOUs may also be submitted after the Contract for the TA Provider has been executed.

Independent Financial Audit: The applicant must include the most recent independent financial audit including the following:

- a) Management Letter
- b) Auditor's Report
- c) Statement of Financial Position (Balance Sheet)
- d) Statement of Activities (P/L, Income and Expenses Report)
- e) Statement of Cash Flow
- f) Functional Expense Report
- g) Notes to Financial Statements
- h) Federal "Single Audit" (if applicable)

Optional: Supplemental materials may be helpful in evaluating the application and may be included as attachments. ***If submitted, one copy is sufficient.*** Please also note that First 5 LA will not return supplemental materials including videos/DVDs to the applicant.

VII. SUBMISSION REQUIREMENTS

Applicants are required to submit completed original application/qualifications statement and five copies to First 5 LA that meets the following criteria:

- White, 8½" by 11", paper only
- Times New Roman font, no less than 12-point
- Single-sided only
- No less than 1-inch margins, with no less than 1.5 line spacing
- All pages and page numbers must be numbered sequentially with the name of the applicant at the top of each page. Materials must not be bound, although a heavy clasp or thick rubber band is acceptable.
- All forms that require signatures (i.e., Cover Letter, Signature Authorization Form, etc.) must be signed in **blue** ink. Signature stamps are not acceptable.

VIII. SELECTION PROCESS AND REVIEW CRITERIA

Selection Process

1. First 5 LA staff will evaluate all applications for completeness and minimum qualifications. Basic requirements include: timely receipt of application, formatted as required, inclusion of all appropriate attachments, etc. Applications with omissions of any required documentation are subject to disqualifications. Applicants may use the Application Checklist (Page 17) as an aid in preparing the application. Please note that the Application Checklist is merely an aid. Each applicant is solely responsible for ensuring that all information requested in Section VI (Statement of Qualifications) and Section VII (Submission Requirements), is submitted even if it does not appear on the Application Checklist.
2. First 5 LA staff will contact references.
3. All or some of the applicants who have submitted complete and responsive applications may be interviewed. Interviews are scheduled to be held on date shown in Section I. These dates are subject to change at First 5 LA's sole discretion. All applicants must advise First 5 LA staff of their availability on this date. Interviews will be held either at First 5 LA or via phone. Further written materials regarding qualifications may be requested prior to the interview.

Selection Criteria

First 5 LA will award a Contract to one or more applicant(s) with the expertise and qualifications outlined in the RFP. Qualifications will be reviewed by a team of First 5 LA staff and external reviewers who will then select Contractor(s) based on, but not limited to, evaluation of the following:

- Experience performing comparable work
- Knowledge of and experience with economic analysis theory, planning, implementation, and evaluation
- Knowledge of and experience with economic analysis as it relates to community development and the childhood development field
- Track record of working with a variety of agencies such as foundations, community-based groups, academic institutions and the public sector
- Demonstrated knowledge and understanding of research and evaluation methodology, participatory techniques, and community-friendly approaches
- References from agencies for which the applicant has provided similar services
- Prior experience working in collaboration with proposed sub contractors

Specifically, submitted applications will be reviewed using an assessment tool based on qualifications listed above and proposed approach in (1) addressing scope of work and (2) producing deliverables. Commission staff will develop a rating tool to provide an objective basis for scoring the interviews and will include two components: desired qualifications (60%) and proposed approach (40%). Applications will be scored on this assessment tool and those applicants receiving a total score of at least 85% will be selected. The final selection process will be conducted through a consensus-building process among the members of the selection team.

First 5 LA reserves the right, without prejudice, to reject any or all submitted qualifications. An appeals process is not available; all decisions of First 5 LA are final.

CONTRACTUAL CONSIDERATIONS

Specific contractual considerations, including but not limited to the following, apply to RFQ/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 Request for Proposals (RFP) and Request for Qualifications (RFQ) /BIDS/LOI's. 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/RFQ with 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 COMMISSION or any other public entity.

C. Contract Information

1. The Commission may, at its sole discretion, reject any or all submissions in response to this RFQ/ RFP. The Commission also reserves the right to cancel this RFQ/ 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 RFQ/RFP. Any cover letters, résumés and/or curriculum vita, including attached materials, submitted in response to this RFQ/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 2007Xr Fiscal Year June 30, 2007, 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 subcontractors 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 Term of Contract section of contract, 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. 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 (RFQ, RFP, etc.) 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 into \$150,000 in billable hours = \$150/hour).
10. The sample contract and contracting requirements are attached (See Sample Contract, Appendix 8). 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.

IX. APPLICATION CHECKLIST

Applicants should refer to Section VI (Statement of Qualifications) and Section VII (Submission Requirements) for complete information about required application content and submission guidelines. Both Electronic and paper original must be submitted to First 5 LA by the deadline outlines in Section I. Failure to submit any required items will result in disqualification.

- Cover Letter (1 page maximum)
- Professional Experience and Expertise (up to 8 pages maximum)
- Agency Involvement in Litigation and/or Contract Compliance Difficulties, Appendix 1
(1 original, signed in **blue** ink)
- Signature Authorization Form, Appendix 2 (2 originals, signed in **blue** ink)

- Board Resolution, *if applicable* (1 original, signed in **blue** ink)
- Budget and Budget Narrative, Appendix 4
- Key Staff and Subcontractor(s) Rates Table, Appendix 5
- Résumé or Curriculum Vitae for Key Staff and Subcontractor(s)
- Applicant Reference Form, Appendix 6 (minimum of 3 required)
- Memorandum(s) of Understanding
- Independent Financial Audit
- One (1) application with original signatures and 5 copies submitted to:

Evelyn Martinez, Executive Director
First 5 LA
750 N. Alameda St., Suite 300
Los Angeles, CA 90012
Attn: Best Start LA Economic Evaluation Consultant

XII. APPENDICES

Appendix 1: Agency Involvement in Litigation and/or Contract Compliance Difficulties

Appendix 2: Signature Authorization Form

Appendix 3: Sample Board Resolution

Appendix 4: Sample Budget Form and Budget Narrative

Appendix 5: Key Staff and Subcontractor(s) Rates Table

Appendix 6: Applicant Reference Form

Appendix 7: Sample Memorandum of Understanding

Appendix 8: Sample Contract

Appendix 9: Best Start LA Focus Area fact sheet

Appendix 10: Best Start LA Focus Area Outcomes shortlist

All Appendices are included as separate attachments