1. **What positions are considered “executive positions” referenced in the Instructions for Budget Form?**
   “Executive positions” refer to positions such as Executive Directors, Chief Operating Officers, Chief Financial Officers or Corporate Executive Officers.

2. **How closely will First 5 LA direct the work of the contractor?**
   As a Project that is led and directed by the Commission, it is anticipated that the Contractor will work closely with First 5 LA staff.

3. **Will the five geographic areas selected be located in different Supervisorial districts?**
   The selection of the five geographic areas will be informed by criteria that has not been finalized.

4. **What is the focus of the ECE Sustainability Policy Workgroup?**
   The ECE Sustainability Policy Workgroup will focus on influencing policies related to increasing the sustainability of the ECE workforce including policies that impact ECE workforce compensation and supply.

5. **What level of policy impact does First 5 LA seek with this RFQ?**
   Through this RFQ, First 5 LA seeks policy impacts both within the five geographic areas and at the county-level. The Policy Workgroups will identify and seek to influence policy changes through the efforts of the Policy Workgroups’ participants. The Project will seek to influence the policy changes that are politically, economically, and logistically feasible to accomplish.

6. **If a Board Resolution is required to enter into a contract, must a signed Board Resolution be provided as part of the Application?**
   If a Board Resolution is required by the organization’s By-Laws to enter into a contractual relationship, a signed Board Resolution will be required during the contract negotiation process.

7. **Can an Application include a letter of support by partners?**
   Applications may include letters of support by partners.

8. **Can an Applicant include a job description for a position that has not yet been filled?**
   An Application may include a job description for positions that have not yet been filled.

9. **Must a Contractor have its entire proposed Project staff hired by the time an Application is submitted?**
   It is reasonable to expect that certain positions may not be filled at the time an Application is submitted. Applications will be assessed based on the Applicant’s qualifications and proposed plan and capacity to carry out the goals of the Project, as well as the cost-effectiveness of proposed strategies.

10. **Does the Application have to follow the format outlined in the RFQ in Section V, Statement of Qualifications and Project Implementation?**
    Applicants must contain all of the items in the order listed in Section V, Statement of Qualifications and Project Implementation. Applicants must clearly illustrate the experience, skills, and knowledge specified in Section IV: Eligibility and Contractor Qualifications within the Statement of Qualifications.
11. Per the “Conflict of Interest” section under Contractual Considerations in the RFQ, it states that the “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).” Does this apply to both the Contractor and subcontractors?

Per the Contract, Section XI. Conflict of Interest is applicable to all subcontractors in the performance of their services under the Program. The following “Conflict of Interest” section applies to all individuals and/or entities identified in the Budget, which includes Contractors and subcontractors.

"XI. CONFLICT OF INTEREST: It shall be the responsibility of CONTRACTOR to abide by conflict of interest laws and regulations applicable to the CONTRACTOR under California law. CONTRACTOR acknowledges that he/she/it is acting as public official pursuant to this 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 this Contract and shall not use such information for personal or commercial gain outside this Contract. By agreeing to this Contract and accepting financial compensation for services rendered hereunder, CONTRACTOR agrees that he/she/it may not subsequently solicit or accept employment or compensation under any program, grant or service that results from or arises out of the «Initiative_or_Project». During the term of this Contract and for one year thereafter, CONTRACTOR shall not knowingly solicit or accept employment and/or compensation from any COMMISSION collaborator or CONTRACTOR without the prior written consent of the COMMISSION."

An individual and/or entity that has been a Contractor or subcontractor within the last year and is interested in applying (either as a Contractor or subcontractor) for Project funding must notify the Director of Grants Management and Legal Compliance in writing of their interest to apply. The letter must also include the work performed for First 5 LA as it pertains to the Project and a copy of the Scope of Work.

12. Will the selected Contractor be required to submit annual detailed Budgets to First 5 LA?

First 5 LA requires contracts to be renewed on an annual basis, which includes submitting a detailed Budget and Scope of Work for that contract period.

13. Will Project expenses be incurred directly by First 5 LA or will the Contractor incur the costs on behalf of First 5 LA based on the legal contract and be reimbursed by First 5 LA?

The selected Contractor(s) will incur the costs on behalf of First 5 LA and will be reimbursed based on the actual incurred costs and their supporting documents.

14. Which entity, First 5 LA or the Contractor, determines the amount of financial support that will be provided to individuals and/or organizations participating in the Career Development Demonstration Collaboratives and/or Policy Workgroups and how much financial support will be provided?

It is expected that organizations participating in the Career Development Demonstration Collaboratives and Policy Workgroups will be able to commit resources such as staff time. The ECE Workforce Policy Project design includes some financial support to Career
Development Demonstration Collaborative and Policy Workgroup participants. The financial resources allocated to support participants’ costs associated with participating in the Career Development Demonstration Collaboratives and/or Policy Workgroups will ultimately be determined by First 5 LA. These decisions will be informed by the Contractor and the Career Development Demonstration Collaborative and Policy Workgroup participants. The Contractor will manage the process for providing and overseeing the financial resources that support the Collaboratives’ testing and refining of ECE career development practices as well as to support Collaboratives and Policy Workgroup participants’ costs associated with attending meetings and other costs. The amount of financial support for individual organizations in the Project has not yet been determined.

15. Will the Project fund direct career development services after the first 14 months of the Project?

The Collaboratives will identify policies and practices to test within each geographic area in order to improve the ECE career development services system. The policies and practices identified for testing may include direct services. Policies and practices that will be tested and refined within the five geographic areas by the Collaboratives may include but are not limited to: approaches for improving information exchange among Collaborative participant organizations; improvements in communicating career development opportunities to current and potential ECE providers; web based ECE career support services; practices to improve access to ECE career development services for an underserved segment of the ECE workforce; refinements in how career development services are delivered; and ECE career development supports from county-level organizations participating in the Collaboratives. The activities are expected to be tested/implemented over the course of the Project, including after the first 14 months.

16. Will the Career Development Demonstration Collaboratives and Policy Workgroups test one policy or practice in each of the five geographic areas for a total of fifteen “tests”?

The Project will consist of five Career Development Demonstration Collaboratives, one Access to Higher Education and Training Policy Workgroup, and one ECE Workforce Sustainability Policy Workgroup. The Project does not specify a set number of policies or practices that will be tested within each geographic area and/or county wide.

17. Are the key stakeholders identified in the RFQ (child care Resource and Referral agencies and networks, Los Angeles Universal Preschool (LAUP), LA County Office of Childcare, and LACOE Head Start-State Preschool) eligible to be part of the Application with the purpose of fulfilling any of the Contractor’s roles and/or responsibilities?

The Contractor must be able to facilitate Collaborative and Policy Workgroup meetings and discussions that, at a minimum, include the key stakeholders as participants. Thus, the key stakeholders identified in this RFQ are not eligible to be part of the Application with the purpose of fulfilling any of the Contractor’s roles and/or responsibilities.

18. What will be the role of the four key stakeholders identified in the RFQ (child care Resource and Referral agencies and networks, Los Angeles Universal Preschool (LAUP), LA County Office of Childcare, and LACOE Head Start-State Preschool) in the Project?

Each Career Development Demonstration Collaborative will include organizations that represent the spectrum of ECE career development services that support and/or provide career development services for current and potential ECE providers in a defined geographic area. Collaboratives, at a minimum, will include these four key stakeholders
because of their extensive reach and coverage across LA County. The Collaborative participants will establish and build off of working relationships that result in an agreement to test policies and practices specific to the needs of current and potential ECE providers in the geographic areas they serve. The information gathered from the Collaboratives will also help inform potential policy changes to be addressed by the Access Policy Workgroup and Sustainability Policy Workgroup.

19. Does “ECE workforce” as referred to in this RFQ include only ECE center based teachers and those providing kin care?  
   The Project’s focus is to ultimately reduce the barriers current and potential ECE providers face in accessing and utilizing ECE education and training services.

20. Does Early Care and Education refer to infants and toddlers?  
   Yes, First 5 LA’s focus on Early Care and Education (ECE) includes children from the ages zero to five.

21. How many contracts does First 5 LA expect to award?  
   First 5 LA will award a contract to one or more Applicant(s) that possess the expertise, experience, qualifications, and capacity needed to support the implementation of the Project.

22. Can First 5 LA help facilitate the formation of partnerships to apply for funding?  
   First 5 LA allows the formation of partnerships to apply for funding but is not able to facilitate the formation of partnerships.

23. Are ECE Workforce Policy Project Proposals required to include matching funds?  
   ECE Workforce Policy Project Proposals are not required to include matching funds.

24. When will the five geographic areas be determined?  
   It is expected that the five geographic areas will be determined within the first few months of selecting a Contractor for the ECE Workforce Policy Project.

25. Will the selected Contractor determine the five geographic areas?  
   First 5 LA will determine the five geographic areas. It is expected that the Contractor will conduct and provide research to inform the criteria and selection of the five geographic areas.

26. If a Proposal consists of a lead agency and a collaborative of organizations, will First 5 LA consider the qualifications of both the lead agency and the collaborative of organizations or must the lead agency meet each of the qualifications identified in this RFQ?  
   Programmatically, First 5 LA will evaluate the qualifications of the lead entity applying for ECE Workforce Policy Project funding as well as the qualifications of its team (for example, subcontractors and partners) identified in the entity’s Proposal that will support the Applicant’s implementation of the ECE Workforce Policy Project. Fiscally, First 5 LA will evaluate the financial standing of the lead fiscal agency to assess its financial solvency, accountability, and capacity to support the Project.

27. If a collaboration of organizations responds to this RFQ with one organization designated as the lead agency and fiscal agent, may the Contractor’s responsibilities (including attendance at each Collaborative and Policy Workgroup
meetings) be fulfilled by the staff of the non-lead agencies or must the responsibilities be fulfilled by the staff of the lead agency?
The Contractor will be responsible for fulfilling all of the Contractor’s requirements as agreed upon in the contract with First 5 LA. The Contractor may subcontract aspects of its work in order to fulfill its contract requirements. However, all subcontractors must be clearly identified in the Scope of Work (Exhibit A) and Budget (Exhibit B) and approved by First 5 LA prior to commencing work. Subcontractors not included will require prior Commission approval.

28. Are grantees funded by key stakeholders identified in the RFQ (child care Resource and Referral agencies and networks, Los Angeles Universal Preschool (LAUP), LA County Office of Childcare, and LACOE Head Start-State Preschool) eligible to be subcontractors of an Applicant?
Grantees and contractors that receive funding from key stakeholders identified in the RFQ are eligible to be a subcontractor of an Applicant.

29. If an Applicant is invited for an Interview as part of the Project’s Proposal review process, should the Applicant include subcontractor(s) in the interview or is the participation of subcontractor(s) at the discretion of the Applicant?
The participation of subcontractor(s) in the interview is at the discretion of the Applicant. The participation of subcontractor(s) may strengthen an Interview as the subcontractor(s) might be able to answer some questions in more detail.

30. Can LACOE departments and/or divisions other than LACOE Head Start-State Preschool apply to submit a Proposal for this RFQ?
Yes, LACOE departments and/or divisions other than LACOE Head Start-State Preschool can apply for Project funding.

31. Have the four key stakeholders identified in the RFQ (child care Resource and Referral agencies and networks, Los Angeles Universal Preschool (LAUP), LA County Office of Childcare, and LACOE Head Start-State Preschool) confirmed their participation in the Project?
Formal commitments regarding participation in the Project have not been made with any organizations.

32. What will be the role of First 5 LA in developing an evaluation plan for the ECE Workforce Policy Project and how much detail regarding evaluation activities is expected in the Proposal?
The Contractor will work with First 5 LA staff and its contractors to develop an evaluation plan within the first six months of executing the contract. The evaluation plan will encompass each of the Project’s three strategies and the Contractor must possess the necessary expertise to implement the evaluation activities. The Proposal must propose an appropriate evaluation approach that addresses each of the Project’s three strategies during the first 14 months of the Project’s implementation.

33. Will the outcomes identified in the RFQ be measured in aggregate or within each of the five geographic areas served?
First 5 LA will work closely with the ECE Workforce Policy Project’s selected Contractor to develop an appropriate evaluation plan that will collect both aggregate data and data from each of the five geographic areas for the Project.
34. Does the ECE Workforce Policy Project aim to strengthen and enhance existing ECE career development systems, organizations, and infrastructures in order to sustain ECE Workforce Policy Project outcomes?
The aim of the Project is to achieve the Project’s outcomes. Through and as a result of the Project’s activities, the Project seeks to determine which system support, organizational, and career planning practices are effective; identify which of these practices are potentially sustainable and scalable; and advance the sustainability and scalability of the Project’s outcomes.

35. Are participants in the Career Development Demonstration Collaboratives and Policy Workgroups required to provide matching resources in order to participate in the ECE Workforce Policy Project?
First 5 LA expects that individuals and/or organizations participating in the Career Development Demonstration Collaboratives and Policy Workgroups will commit some level of resources, such as staff time.

36. How will the Policy Workgroup participants be selected and will the participants include the key stakeholders identified in the RFQ (child care Resource and Referral agencies and networks, Los Angeles Universal Preschool (LAUP), LA County Office of Childcare, and LACOE Head Start-State Preschool)?
The criteria and selection process to identify appropriate Policy Workgroup participants is being developed. The criteria is being informed by a thorough scan of the ECE workforce policy environment. The Access Policy Workgroup will include leaders from organizations and institutions such as higher education, training entities, county level supports, and key participants from the Collaboratives that impact the career development services systems in the five geographic areas and county wide. The Sustainability Policy Workgroup participants will include representatives from different segments of the ECE field, private sector, academia, and other key stakeholders. The selected areas of focus for each Policy Workgroup will help inform the selection of appropriate Policy Workgroup participants.

37. What is the criteria for selection of the five geographic areas?
The implementation of the ECE Workforce Policy Project’s three strategies (Career Development Demonstration Collaboratives, Access to Higher Education and Training Policy Workgroup, and ECE Workforce Sustainability Policy Workgroup) will be implemented in coordination with one another in the five geographic areas. This approach will help address the unique needs of current and potential ECE providers in different environments and test a diverse range of ECE career development policies and practices. The criteria for selecting the five geographic areas is in development.

38. Can a statewide organization with expertise and connections in the ECE field within LA County submit a Proposal?
Applicants must have a presence in and the capacity to work throughout LA County. The Proposal must demonstrate the Applicant’s knowledge of and familiarity with the underlying issues and complexities affecting the ECE workforce, delivery of ECE career development services, and ECE career development opportunities and resources available in LA County. The Applicant must also demonstrate established relationships and access to key stakeholders such as policy makers and leaders within LA County.