August 8, 2008

Dear Prospective Applicant:

First 5 LA is issuing this Request for Qualifications (RFQ) to individuals and groups interested in working with our staff as a Marketing and Communications Contractor as part of the Early Childhood Education (ECE) Workforce Development Initiative. The First 5 LA Commission approved the ECE Workforce Development Initiative to address the multiple challenges facing the early child care workforce in Los Angeles County.

Applicants must have experience in research, messaging, and creative development of marketing materials for a multicultural audience, particularly for the young adult market. Those wishing to apply must submit completed applications to First 5 LA no later than 5:00 p.m. on September 5, 2008. Following a review of all submitted materials, qualified applicants will be invited for an in-person or phone interview during the week of September 15-19, 2008.

Please submit five (5) copies of the application as well as one (1) original and signed paper copy of the application to:

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

Attention: Marketing and Communications Contractor (ECE)

No faxed or emailed submissions will be considered.

Questions regarding this RFQ should be directed to Larry Renick, Marketing Manager, at 213.482.7548 or LRenick@first5la.org.

Thank you for your dedication to children and families and for supporting the vision and mission of First 5 LA.

Sincerely,

Evelyn V. Martinez
Executive Director

750 N. Alameda Street
Suite 300
Los Angeles, CA 90012
PH: 213.482.5902
FAX: 213.482.5903
www.first5la.org
contact@first5la.org

A public entity.
## I. TIMELINE FOR SELECTION PROCESS

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>DATE</th>
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<tbody>
<tr>
<td>RFQ Released</td>
<td>August 8, 2008</td>
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<tr>
<td>Final date to submit questions and requests for additional information</td>
<td>August 28, 2008</td>
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<tr>
<td>Application Due:</td>
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<td>• Submit One (1) Paper Original and five (5) copies.</td>
<td>September 5, 2008 by 5 p.m.</td>
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<tr>
<td>Applicants Notified</td>
<td>September 8-12, 2008</td>
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<tr>
<td>Interviews with Final Applicants</td>
<td>September 15-19, 2008</td>
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<tr>
<td>Contractor Selected</td>
<td>By September 26, 2008</td>
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<tr>
<td><strong>Contract Start Date</strong></td>
<td>October 31, 2008</td>
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<tr>
<td>Initial Meeting with Contractor</td>
<td>November 3-7, 2008</td>
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</tbody>
</table>

All questions and requests for additional information regarding this RFQ must be received in writing by First 5 LA via mail, fax, or email before 5 p.m. on Thursday, **August 28, 2008**. 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:

Larry Renick, Marketing Manager  
First 5 LA  
750 N. Alameda Street, Suite 300  
Los Angeles, CA 90012  

Phone: 213.482.7548  
Fax: 213.482.5903  
E-mail: LRenick@first5la.org

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1 Note: While it is First 5 LA's desire to execute the Marketing & Communications Contract for an October 31, 2008 start date, all dates are subject to change at First 5 LA's sole discretion.
II. BACKGROUND

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

B. Early Care and Education Workforce Development Initiative

Initiative Overview
First 5 LA has demonstrated its commitment to its Early Learning goal through numerous investments, many of which support the early care and education workforce. First 5 LA furthered its commitment to its Early Learning goal when it approved a $15 million allocation for the Early Care and Education (ECE) Workforce Development Initiative to improve the quality of early care and education of children ages zero through five in Los Angeles County. The Initiative Framework is multifaceted in order to address the needs of the continuum of the ECE workforce and the complexity of the barriers faced by this group. The Initiative Framework includes a direct services component to promote career opportunities in the ECE field, increase the supply of new entrants into the field, promote policy and advocacy activities to affect the systemic issues that impact the long-term capacity of the workforce, and to promote public education activities to improve the visibility of the ECE workforce.

There are a number of challenges facing the ECE workforce that need to be addressed in Los Angeles County. For example, many ECE providers face barriers to acquiring more training and education. Some providers may find the cost of training and education to be prohibitive or they may not have the time, the ability, and/or the information necessary to access institutions that offer the classes providers need. To compound difficulties, not enough people are entering the ECE workforce to meet the demand for services. According to the 2006 report “Child Care Needs Assessment for Los Angeles County,” there is an estimated shortfall of close to 58,000 ECE infant and preschool spaces and the California Employment Development Department estimates that 4,480 new child care workers will be needed annually from the years 2004 to 2014 to meet increasing demand.2 The 2006 California Early Care and Education Workforce Study indicates that low salaries, high turnover, and an aging workforce of ECE providers threaten the future

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2 The 4,480 new child care workers needed annually are without regard to replacement of workers leaving the field.
availability and quality of child care services. There is also an unmet need to have a workforce that reflects the cultural and linguistic diversity of the children being served.

The Initiative provides a comprehensive approach to address the multiple issues facing the ECE workforce. As noted above, it is important to provide existing and future providers the guidance, encouragement, and necessary support they need. Thus, the Initiative is designed to support existing and future providers entering and/or moving through the ECE career lattice. The Initiative is comprised of six components that address the needs of the continuum of the ECE workforce. The Initiative components are: 1) Families, Friends and Neighbors; 2) High School Recruitment; 3) Career Development; 4) Higher Education; 5) Compensation and Retention; and 6) Public Education. Additional information regarding the Initiative can be found in the ECE Workforce Development Concept Paper and Framework which is accessible on First 5 LA's Web site, www.first5la.org. All ECE Workforce Development Initiative activities funded by First 5 LA will support First 5 LA's strategic plan efforts.

C. Public Education Component

As noted earlier, there is an inadequate supply of existing and future ECE providers. New entrants into L.A. County’s ECE workforce are needed to meet the long-term demand for ECE teachers and providers. Thus, the goal of the Initiative’s Public Education component is to improve the public perception of early care and education professionals and encourage more people to choose early care and education as a career path. As part of the Public Education component, the Marketing and Communications Contractor will work directly with grantees and/or contractors that are part of the other Initiative components and provide the grantees with the marketing and communication materials and skills they need to help them achieve their recruitment and informational goals. These responsibilities are elaborated in section III. Contractors submitting a proposal for funding can request up to $1.4 million over a four-year period. The funding for the Marketing and Communications Contractor will be provided through a competitive RFQ process.

III. Marketing and Communications Responsibilities

The responsibilities of the Marketing and Communications Contractor may include, but are not limited to, the following:

For the High School Recruitment component:
- Research, through focus groups, questionnaires, interviews and other methods, into the perception of and interest in the ECE field among the high school students in the five demonstration areas.
- Research on how these students receive and transmit information.
- Research current academic, in-school (extra-curricular) and out-of-school activities among the high school students.

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3 The ECE "career lattice" refers to the numerous career opportunities within the ECE field and the progression of moving from one position to another within this ECE field.
• Research into the five High School Recruitment grantees plan for recruitment, along with review of past collateral material and recruitment strategies.
• Working with the High School Recruitment grantees to develop strategies and materials needed to build awareness of and interest in this program, including strategies and materials to reach out to those not traditionally thought as future ECE providers.
• Ongoing research about which marketing efforts are most successful in reaching this market.

For Career Development and Family, Friends and Neighbors
• Facilitating focus groups among current ECE providers on their outreach and recruitment efforts.
• Review of outreach and recruitment materials used within the ECE community.
• Development of materials to assist grantees in their recruitment and outreach, include design, messaging, and distribution.
• General marketing support for ECE career development strategies being tested.
• Develop message points and potential campaign around the developmental importance of the first five years of life.

For General Audience Marketing
• Based upon research associated with this contract, work in concert with First 5 LA staff and contractors in the development of message points to promote the ECE field in a general audience campaign.
• Develop an ECE Workforce “Portal” Web site that will link visitors to existing online material.

IV. ELIGIBILITY

Applicants responding to this RFQ must have the qualifications, experience, competency and ability to successfully develop and create marketing and communications plans and materials in support of the ECE Workforce Development Initiative.

Applicants must have a presence in Southern California and the capacity to work throughout Los Angeles County.
Summary of Desired Qualifications

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

- Experience in marketing for the youth audience.
- Experience in cause related marketing.
- Experience in developing communications materials for a diverse, multi-cultural audience.
- Ability to organize communities around a common cause or theme.
- Familiarity with working with non-profits and/or small businesses.
- Ability to design and implement Web sites that are user friendly, intelligently designed, and that contain and inspire user-generated content.
- Knowledge of how to develop and leverage blogs, video logs (vlogs), and a variety of social networking tools.
- Ability to develop creative and informative printed and video materials in a variety of languages for diverse audience (such as, but not limited to, high school and college students, parents, school administrators).
- Ability to conduct focus-group and street level research in a manner that produces measurable information, as well as the ability to analyze and present the results.
- Ability to evaluate the positive and negative aspects of a campaign, and adjust the materials accordingly.
- Strong time management and budgetary skills.
- Strong written and oral communication skills.
- A diverse team that includes account executives, writers, designers, and researchers.

Applicants that meet initial review criteria will be invited for an in-person or phone interview with First 5 LA staff.

V. DELIVERABLES AND SCOPE OF WORK

First 5 LA is seeking a Marketing and Communications Contractor to provide assistance to First 5 LA and to the ECE Workforce Development grantees and/or contractors with the marketing efforts associated with the Initiative.

A. Strategic and Creative Planning, Development, and Implementation
The contractor will be expected to develop effective marketing communications based upon comprehensive grantee and audience research that utilizes grassroots, “guerilla,” event, Web-based, print, video and direct marketing strategies and tactics. Contractor will need to leverage current First 5 LA style while evolving and expanding the First 5 LA brand to establish positive associations between First 5 LA and the diverse audience members for the Initiative.
B. Success Measurement Strategy
The contractor will be expected to define benchmark, establish criteria, implement research strategies, and revise materials as needed to ensure that marketing communications materials are effective in achieving planned objectives and goals.

C. Material Production and Management
Contractor will be responsible for the concep ting and design of marketing materials to be used by the various grantees. These materials will be “templatized” so that they can be easily customized for a variety of uses. If appropriate, the Contractor will assist in the creation of a marketing material “marketplace” that will allow grantees to order materials from the series of Contractor-designed templates. When appropriate, the contractor will be expected to oversee and manage printing and distribution of materials that support the marketing communications efforts. A triple bid process will be required for each approved project.

D. Workforce Development Web site
Contractor will be expected to design and implement one or more Web sites in support of the ECE Initiative. Final scope of work will be decided upon the completion of a Contractor review of existing and upcoming ECE Web sites. After this review, Contractor and First 5 LA staff will finalize plans for implementation of one or more Web sites for the general public, the grantees, or both. It is anticipated that the site(s) will contain video and social networking elements, and will be used as an information and communication tool within the Community, not for general audience marketing. The site(s) will encourage the community (both grantees and “recruits”) to document their experiences. This material may be used for future marketing endeavors.

E. Community-Based Event Planning
When appropriate, the contractor will be expected to participate in the creation of fun and informative community events that will aid in the Initiative recruitment and educational efforts.

The actual amount of time the Marketing and Communications Contractor will spend on each component will vary depending on the needs of First 5 LA and the Initiative grantees over the course of the Initiative. First 5 LA reserves the right to revise this list during the contract negotiation process with the selected grantee.

VI. TERMS OF PROJECT

Available Funding

The total amount of funding available for the Marketing and Communications Contractor will not exceed $1.4 million for up to four years from the start of the contract. Annual expenditures will be negotiated during the finalization of the contract’s Scope of Work and
Budget. *Funds will be granted through monthly invoices based on services rendered and actual expenses.*

**Contract Period**

The Year 1 contract period will be for twelve (12) months (estimated contract period -- October 31, 2008 to October 30, 2009), contingent upon First 5 LA approval and submission of documents by the selected Marketing and Communications Contractor. Each subsequent Contract (including Scope of Work, Budget and Budget Narrative), if awarded, will be renewed on an annual basis covering the periods of October 31, 2009 to October 30, 2010, October 31, 2010 to October 30, 2011, October 31, 2011 to October 30, 2012.

The ECE Workforce Marketing and Communications Contractor 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 the ECE Workforce Marketing and Communications Contractor obtaining all written approvals by First 5 LA shall be considered voluntary.

**Contractual Obligation**

The selected ECE Workforce Marketing and Communications Contractor is required by law to adhere to all contractual obligations as outlined in this document, including the First 5 LA Contract. (See Sample Contract, Appendix 7)

**VII. STATEMENT OF QUALIFICATIONS**

In order to respond to this RFQ, applicants are required to submit the following materials to First 5 LA no later than 5:00 p.m. on September 5, 2008. Applications received after this deadline will not be considered.

**Cover Letter (maximum two pages):** Each applicant is required to include a cover letter on the organization's letterhead addressed to Evelyn V. Martinez, Executive Director, First 5 LA, containing the following:

- The date.
- The applicant's name, address, telephone number, and e-mail address.
- The primary contact person's name, title, and address, telephone, fax, and e-mail address (if different from organization's information).
- A statement indicating that the submission is in response to an RFQ for the Marketing and Communications Contractor (ECE).
- A general overview of the applicant's qualifications.

The applicant's cover letter must be signed by a person authorized to bind the applicant to the terms of the application.

**Marketing and Communications Expertise and Experience (maximum 10 pages):**
• General qualifications, competency, experience, business integrity, and capacity to successfully execute marketing communications efforts in association with the ECE Workforce Development Initiative for First 5 LA.
• Capacity to work in Los Angeles County and have experience conducting local regional marketing efforts.
• Established staff presence and office in Southern California.
• Proven track record developing marketing materials for a diverse multicultural audience.
• List of any awards or accommodations the applicant has received.

Examples of Relevant Projects in Process or Completed: Materials may be submitted in print, Windows XP-compatible CD (for audio and video) with an on-screen disc menu, or both. Please include links to relevant Web sites on either a separate piece of paper with or included on the CD. All materials must be clearly marked, and become property of the Commission and are subject to public disclosure.

Planning and Implementation Processes (maximum two pages): In general terms, please describe the work processes (or methodology) your agency will utilize to address the Deliverables and Scope of Work as described in this RFQ.

Proposed Budget and Budget Narrative (Appendix 4): The proposed Budget must include costs broken down by hourly rate for all staff and subcontractors. Please provide sample budgets for the following types of services and products. Please include Budget Narratives justifying all included costs.
• Focus Groups: Conduct three focus groups with high school students to gauge their understanding of and interest in the Early Childhood Education field, as well as their thoughts on the best way to inform fellow students about this field. High School Recruitment grantees will assist in the recruitment of focus group members. Include in the budget working the costs for preparation, conducting research (including any hard costs such as materials, rental space, etc.), analysis and final report.
• Web site Development: Design and build a password-protected Web site for use by the ECE Workforce Development grantees. Web site should include message boards, calendar, news area, materials library, and other areas as suggested by consultant.
• High School Recruitment Style Guide: Develop the look/feel for promotional and informational materials to be used across all five grantee areas. Potential audiences for the materials include high school students, their parents, as well as school administrators. Style Guide should reflect the diverse, multicultural nature of L.A. County. If appropriate, include costs for testing the look/feel with the potential audiences.

Applicant may also include other sample budgets and budget narratives that reflect the type of work they believe will be involved in the execution of their role as the Marketing and Communications Consultant.

A Note About the Rate Table: Per First 5 LA’s policy and guidelines for Hiring Consultants (section 7), the total composite rate for a Marketing and Communications
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. 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).

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

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).

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

Memorandum of Understanding (MOU) (Appendix 6): 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 ECE Workforce Marketing and Communications Contractor 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
g) Functional Expense Report
h) Notes to Financial Statements
h) Federal “Single Audit” (if applicable)

VIII. SUBMISSION REQUIREMENTS

Applicants are required to submit One (1) application with original signatures (plus print and digital supporting documents, as needed) as well as five (5) copies of application (plus print and digital supporting documents) to First 5 LA that meets the following criteria:

☐ All written submissions must be on white, 8½” by 11”, single-sided paper. Please use Times New Roman font, no less than 12-point, or a comparable font in size and formatting. 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.

☐ All supporting materials must include the name of the applicant.

☐ Submit supporting digital materials on Window XP-Compatible CD. DVDs will not be reviewed.
X. 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 will all of the provisions in the attached sample contract (See Appendix 7).

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 a 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. 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 status information to verify applicants past status and current financial status. This information includes, but is not limited to: the most recent independent audit ending Calendar Year 2007 or Fiscal Year June 30, 2007, Statement of Cash Flow, 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 the 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 (2 originals)
- 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 Financial 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. The Sample Contract (Appendix 9) and contracting requirements are attached. If successful, the Contractor will be required to meet all of the terms set out in these documents within the timeframe identified.

XI. 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 (2 pages maximum)
☐ Marketing and Communications Experience and Expertise (10 pages maximum)
☐ Planning and Implementation Processes (2 pages maximum)
☐ Proposed Budget, Budget Narrative, and Key Staff Rate Table
☐ References (minimum of three, maximum of five. 5 pages maximum):
☐ Examples of Relevant Projects in Process or Completed (print and CD format)
☐ 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, Appendix 3 (1 original, signed in blue ink)
☐ Key Staff and Subcontractor(s) Rates Table, Appendix 5
☐ Résumé or Curriculum Vitae for Key Staff and Subcontractor(s)
☐ Memorandum(s) of Understanding, Appendix 6
☐ Independent Financial Audit
☐ One (1) application with original signatures + five (5) copies submitted to:

Evelyn V. Martinez, Executive Director
First 5 LA
750 N. Alameda Street, Suite 300
Los Angeles, CA 90012
Attention: Marketing and Communications Contractor (ECE)
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: Sample Memorandum of Understanding

Appendix 7: Sample Contract

All Appendices are included as separate attachments.