First 5 LA
DEPARTMENT OF HUMAN RESOURCES
Consultant Pool -
Request for Consultants (RFC)
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## I. TIMELINE FOR SELECTION PROCESS

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>DATE¹</th>
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<tbody>
<tr>
<td>Human Resources Department Consultant Pool - Request for Consultants (RFC) <strong>Release Date</strong></td>
<td>May 1, 2013</td>
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<tr>
<td><strong>Final date</strong> to submit questions and requests for additional information</td>
<td>May 15, 2013 by 4:30pm PST</td>
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<tr>
<td><strong>Application Due</strong></td>
<td>Any time on or before May 31, 2013 by 4:30pm PST</td>
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<td>Note: A response may be submitted at any time on or before May 31, 2013, and will be reviewed by the following review period (see below). The final deadline for submission is May 31, 2013, by 4:30pm. PST.</td>
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<tr>
<td><strong>Application Review</strong></td>
<td>Within one week of submission</td>
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<tr>
<td><strong>Notifications of Consultant acceptance/declination</strong> into HR Consultant Pool</td>
<td>Within two weeks of submission</td>
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</tbody>
</table>

*(ALL DATES ARE SUBJECT TO CHANGE AT FIRST 5 LA’S SOLE DISCRETION)*

All questions and requests for additional information regarding this RFC must be received in writing by First 5 LA via mail or email by 4:30 p.m. PST on May 15, 2013. First 5 LA reserves the sole right to determine the timing and content of the responses to all questions and requests for additional information.

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**Maggie Martinez, Director of Human Resources**  
**Attention: HR – RFC**  
**First 5 LA**  
**750 N. Alameda Street**  
**Los Angeles, CA 90012**  
**Phone: 213.482.7529**  
**E-mail: mmartinez@first5la.org**

¹ Note: 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, the 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. Since 1998, First 5 LA has invested more than $1 billion to support programs, initiatives, research, partnerships, public education and other endeavors in all four of its goal areas:

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

The First 5 LA FY 2009-2015 Strategic Plan

In 2009, First 5 LA’s Board of Commissioners adopted a new strategic plan to guide its investments through June 2015. The plan, *Strengthening Families and Communities in L.A. County*, marked a significant evolution in First 5 LA’s approach to grant making. In addition to a countywide approach that focuses on policy change, public education, workforce development and other strategies, the strategic plan also commits a sizeable portion of funds to improve the well-being of children in specific geographic communities.

The Commission selected 14 Best Start communities based on lessons learned from First 5 LA’s first decade and research, which shows the influential role of safe and supportive neighborhoods in a young child’s quality of life.

This combined place-based and countywide approach is intended to concentrate First 5 LA’s limited resources in areas of high need and to support the sustainability of those efforts over time. The strategic plan will allow First 5 LA to continue focusing on strengthening families while deepening our commitment to fostering a community’s ability to create and sustain safe and nurturing places for children to grow.
Figure 1: First 5 LA Prioritized Pathway

The strategic plan identified a pathway for First 5 LA investments that leads to our desired outcomes for children, families and communities in our four goal areas.

The Place-Based Approach, Best Start

First 5 LA's place-based approach focuses on the places where families live — combining strategies to strengthen families with those that build community capacity to create and sustain thriving and healthy environments for all children. The research and promising practices emerging from decades of place-based efforts make a strong case for First 5 LA's shifting a significant amount of resources to this funding strategy. The place-based approach allows First 5 LA to focus on families most in need, creating a seamless pipeline to effectively serve families along the continuum of a child's development. This approach also creates unique partnerships with families, community residents and other funders, resulting in a better measure of our impact.

Parents, civic and business leaders, members of the clergy, representatives from community-based organizations and others are working together to develop partnerships within each of the 14 communities. The expectation is that each community partnership will submit proposals to the First 5 LA commissioners for future investments that target community-identified priorities that will help advance Best Start’s primary goals that children in each community grow up safe, healthy and ready to learn.

To learn more about Best Start, visit www.beststartla.org.

**Countywide Approach**
The strategic plan recognizes the critical role of strong, coordinated and responsive systems in supporting families and improving outcomes for children prenatal through age 5. These systems include the actual structures through which health and human services are provided in L.A. County, as well as less formalized systems. By focusing on countywide systems improvement and change, countywide investments can have an impact beyond the children in the 14 Best Start communities. At the same time, this approach will help improve the sustainability of the place-based approach and outcomes. First 5 LA understands that enduring systems changes are most successful when they are informed by — and grow out of — community-based experience and concrete evidence regarding models that strengthen families and improve outcomes for children, such as those we will be supporting in the Best Start communities.

The countywide approach is a comprehensive effort through a variety of programs, strategies and initiatives. The strategic plan incorporates seven specific countywide strategies, including public policy, public education, resource mobilization, workforce development, data systems integration and health access. In addition, First 5 LA is supporting an array of countywide investments in areas such as universal screening and assessment of newborns, early care and education workforce development, nutrition and physical activity programs for families and in child care facilities, and parental support projects. In addition, among other strategies, First 5 LA continues to strive for increased access to health care and insurance for pregnant women, children and their families; provide telephonic or online and printed resource directories for families and support and enhance the impact of our investments with effective, strategic partnerships and leveraging social and financial capital via our newly-developed Community Investments Department.
III. POOL OVERVIEW

The Consultant Pool for Human Resources will be comprised of consultants with demonstrated expertise in the following service areas:

- Employee Skills Assessments & Career Development Services
- Employee Survey Services (employee engagement, morale, etc.)
- Ergonomics Consulting
- Essential Job Function Analysis Consulting
- Executive Recruitment Services
- FEHA (Fair Employment & Housing Act) / ADA (Americans with Disabilities Act) Disability Interactive Process Consulting
- Leadership & Talent Development Consulting
- Organizational Design & Development Services
- Performance & Recognition Consulting
- Third Party Investigation Services

First 5 LA currently employs approximately 121 full-time non-represented employees under approximately 57 job titles in 13 departments.

Admittance into the HR Consultant Pool will allow members to receive solicitations for contract opportunities with First 5 LA. First 5 LA will issue a solicitation to pool members on a project by project basis based on the areas of expertise. Pool members may respond to the solicitations that fit their areas of expertise and experience while considering availability and capacity to execute the project. Selected consultants may be required to submit additional documentation in order to complete the contracting process. If the contracting process takes more than ten (10) business days, First 5 LA reserves the right to select another consultant from the pool. Please see Section VII – Submission Requirements & Section IX - Contractual Considerations for more details.

Please note that consultants will be accepted into the pool for the 2013-2014 Fiscal Year. However, the consultant pool will be open for new applicants on an as needed basis, with applications accepted at additional times during the year, as determined by the Commission. Consultants will be offered the opportunity to renew their membership in the pool upon expiration at the sole discretion of the Commission. Consultants in the pool may withdraw at any time. A contract will not be issued with any member of the pool until work has been solicited.

IV. ELIGIBILITY

Eligible applicants must have the qualifications, experience, competency, and ability to successfully carry out one or more of the services outlined below. Applications will be considered from individuals, for-profit agencies, and/or public or private organizations. Applicants must have the qualifications, competency, experience, business integrity and capacity to successfully execute the Human Resources needs of First 5 LA. Applications will be scored by a team of reviewers. Applicants that meet all requirements as determined by the review team will be invited to participate in the consultant pool.
EMPLOYEE SKILLS ASSESSMENTS & CAREER DEVELOPMENT SERVICES

First 5 LA is seeking to partner with specialty consultants that can provide comprehensive skills assessments for First 5 LA employees, as well as services to encourage the professional growth and career development of First 5 LA employees through training and coaching programs. Selected consultants must be able to perform the following tasks:

- Utilize an objective, job-related approach to assessing an individual’s capacity to perform in a supervisor, managerial or leadership role
- Administer validated testing procedures to assess job-related expertise and competency levels
- Measure employee performance across a series of job-related performance criteria comprised of the individual’s competencies and knowledge, skills and abilities to perform in a target job
- Create annual career development plans for First 5 LA employees
- Identify training and developmental activities that match the career development needs of the employee and the business needs of First 5 LA (management development, professional/technical skills, supervisory skills, etc.)
- Design and deliver training curricula to support professional career development
- Follow up with employees to ensure the integration of new skills and knowledge into their responsibilities

Requirements:

Eligible applicants must provide proof of the following:

- Business License
- Curriculum Vitae of practitioners

EMPLOYEE SURVEY SERVICES

First 5 LA is seeking to partner with specialty consultants that can design and administer employee surveys using validated methodologies to measure a variety of metrics:

- Employee Engagement
- Organizational Effectiveness
- Employee Morale

Requirements:

Eligible applicants must provide proof of the following:

- Business License
- Curriculum Vitae of practitioners.
ERGONOMICS CONSULTING

First 5 LA is seeking to partner with specialty consultants that can provide ergonomics consulting to First 5 LA. Selected consultants must be able to perform the following tasks:

- Manage ergonomic projects
- Perform ergonomic assessments
- Write reports to document ergonomic assessments & recommendations
- Recommend workspace design changes
- Create and provide training programs to improve the efficiency and work environment of individual employees

Requirements:

Eligible applicants must provide proof of the following:

- Proof of certification as a Certified Professional Ergonomist (CPE) provider
- Business License
- Curriculum Vitae of practitioners

ESSENTIAL JOB FUNCTION ANALYSIS CONSULTING

First 5 LA is seeking to partner with specialty consultants that can provide assistance with conducting essential job function analysis services using validated methodologies to improve the efficiency of the organization. Selected consultants must be able to perform the following tasks:

For positions at First 5 LA:

- Identify the core purpose of the position
- Identify essential functions which are critical or fundamental to the successful performance of the position
- Evaluate the work environment and conditions where the essential functions are performed
- Identify and list the skills and abilities that an individual must possess to perform the essential functions of the position
- Identify and list the mental and emotional demands required to successfully perform the essential functions of the position

Requirements:

Eligible applicants must provide proof of the following:

- Business License
- Curriculum Vitae of practitioners
EXECUTIVE RECRUITMENT SERVICES

First 5 LA is seeking to partner with specialty consultants that can conduct executive-level recruitments. Selected consultants must be able to perform the following tasks:

- Develop a candidate profile based on the minimum requirements of the vacant position and the business needs of First 5 LA
- Conduct fee-for-service executive recruitment to include candidate sourcing, interviewing and assistance with negotiation of an offer of employment
- Previous experience in conducting executive recruitments for public entities is a plus

Requirements:

Eligible applicants must provide proof of the following:

- Business License
- Curriculum Vitae of practitioners

FEHA / ADA DISABILITY INTERACTIVE PROCESS CONSULTING

First 5 LA is seeking to partner with specialty consultants that can assist with the implementation and management of the FEHA / ADA Disability Interactive Process for candidates and employees. Selected consultants must be able to perform the following tasks:

- Provide First 5 LA with the coordination and facilitation of the FEHA / ADA Disability Interactive Process to ensure comprehensive management of First 5 LA’s disability compliance obligations
- Provide FEHA / ADA Lawsuit or File Review
- Act as an expert witness to testify to the adequacy of First 5 LA’s interactive process

Requirements:

Eligible applicants must provide proof of the following:

- Business License
- Curriculum Vitae of practitioners

LEADERSHIP & TALENT DEVELOPMENT CONSULTING

First 5 LA is seeking to partner with specialty consultants that can provide leadership and talent development consulting to First 5 LA. Selected consultants must be able to perform the following tasks:
• Align First 5 LA’s talent strategy with the organization’s strategic plan using validated methodologies
• Build leadership capabilities necessary to deliver superior organizational performance through the design and implementation of training curricula
• Work with senior management to build and implement a culture of sustained high performance

Requirements:

Eligible applicants must provide proof of the following:

• Business License
• Curriculum Vitae of practitioners

ORGANIZATIONAL DESIGN & DEVELOPMENT SERVICES

First 5 LA is seeking to partner with specialty consultants that can provide consulting to First 5 LA in the area of organizational development. Selected consultants must be able to perform the following tasks:

• Evaluate existing systems and processes
• Recommend best practices in the areas of process improvement, workflow mapping, succession planning, strategic facilitation, inter-departmental coordination and organizational (re)design, and change management that are well suited to First 5 LA, its programs and its mission using validated methodologies

Requirements:

Eligible applicants must provide proof of the following:

• Business License
• Curriculum Vitae of practitioners

PERFORMANCE & RECOGNITION CONSULTING

First 5 LA is seeking to partner with specialty consultants that can provide consulting to First 5 LA in the area of employee performance and recognition. Selected consultants must be able to perform the following tasks:

• Evaluate existing systems for performance and recognition
• Recommend best practices that are well suited to First 5 LA, its mission and its employees using validated methodologies
• Implement programs for performance and recognition
• Provide training and support on performance and recognition programs across the organization
• Monitor programs to ensure efficiency and appropriateness
Requirements:

Eligible applicants must provide proof of the following:

- Business License
- Curriculum Vitae of practitioners

THIRD PARTY INVESTIGATIONS SERVICES

First 5 LA is seeking to partner with specialty consultants that can provide neutral third-party investigation services to First 5 LA. Selected consultants must be able to perform the following tasks:

- Conduct neutral, factual, sensitive and transparent investigation of complaints or concerns
- Prepare and present a final written report with findings and recommendations for resolution

Requirements:

Eligible applicants must provide proof of the following:

- Business License
- Curriculum Vitae of practitioners

V. TERMS OF SERVICE

A. Acceptance into the consultant pool does not guarantee a contract with First 5 LA. For those consultants who are accepted into the consultant pool, work will be solicited based on First 5 LA needs. Staff will select a consultant from the pool based on the criteria specified at the time of the solicitation. The selected consultant and staff will negotiate a scope of work and final budget during the contracting process.

B. The term of membership in this pool is one (1) year. Consultants in the pool will be offered the opportunity to renew their membership upon expiration at the sole discretion of the Commission. Additionally, applications will be accepted for additional applicants to the pool on an as needed basis.

C. Consultants may withdraw from the pool at any time by mailing a signed, original letter to First 5 LA. Accepted consultants are not bound to accept work solicited by First 5 LA. However, consultants in the pool will be required to abide by the contractual considerations in this RFC.
D. The Commission reserves the right to amend the pool as needed to best meet the needs of all parties. At the Commission’s discretion, consultants in the pool may be removed from the pool at any time.

VI. APPLICATION PROCESS

In order to respond to this RFC, applicants are required to submit the following materials to First 5 LA on or before 4:30pm PST, May 31, 2013. Applications will be reviewed within one week of submission.

The following materials are required along with the application:

A. Areas of Expertise Checklist & Narrative of Experience (Appendix A)
   An electronic copy must be uploaded with the on-line application; do not submit this form in hard copy. An omission of the checklist and the narrative will constitute an incomplete application and may be grounds for disqualification.

B. Agency Involvement in Litigation and/or Contract Compliance Difficulties Form (Appendix B)
   Please read the information on the required Agency Involvement in Litigation and/or Contract Compliance Difficulties Form thoroughly. Submit the original SIGNED with BLUE INK to First 5 LA by the application deadline. An electronic copy must also be uploaded with the online application. An unsigned form or omission of the form will constitute an incomplete application and may be grounds for disqualification.

C. Contractor Signature Authorization Form (Appendix C)
   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 also submitted, as applicable, that indicates signature authority. Submit the original SIGNED with BLUE INK to First 5 LA by the application deadline. An electronic copy must also be uploaded with the online application. An unsigned form or omission of the form will constitute an incomplete application and may be grounds for disqualification.

D. Business License
   A copy of your business license must be uploaded electronically; do not submit this form in hard copy. Omission of the form will constitute an incomplete application and may be grounds for disqualification.

E. Curriculum Vitae of Practitioners
   A copy of the curriculum vitae for all relevant practitioners must be uploaded electronically; do not submit this form in hard copy. Omission of these documents will constitute an incomplete application and may be grounds for disqualification.
VII. SUBMISSION REQUIREMENTS

In order to respond to this RFC, please complete and submit your application online at http://www.first5la.org/Funding-Center. In addition to the online application explained in Section VI, you must complete and submit the signed hard copies of the Agency Involvement in Litigation and/or Contract Compliance Difficulties Form (Appendix B) and First 5 LA’s Contractor Signature Authorization Form (Appendix C) to:

Kim Belshé
Executive Director
Attention: HR – Request for Consultants
First 5 LA
750 N. Alameda Street
Los Angeles, CA 90012

The deadline for applicants to complete the online application and submit the required original documents is Friday, May 31, 2013, by 4:30 p.m. PST.

VIII. REVIEW CRITERIA AND SELECTION PROCESS

Applicants must review the First 5 LA Sample Consultant Agreement (Appendix D). It is imperative that all applicants review the contract language in detail and fully understand contractual obligations should they be selected as a consultant for a project.

Review Criteria

First 5 LA staff will review all applications for the following:

- Completeness of submission
- Timeliness of submission
- Confirmation of relevant expertise & experience

All consultants that pass the review and agree to First 5 LA’s contract terms will be accepted into the consultant pool. Following acceptance to the consultant pool, some applicants may be required to participate in an interview with First 5 LA to determine their ability and capacity for work.

Selection Process

Consultant(s) selections will be based on, but not limited to, evaluation of the following factors:

- Depth and breadth of experience
- Quality and range of services

First 5 LA reserves the right, without prejudice, to reject any or all submitted qualifications. See Appendix E for First 5 LA’s Appeals Policy.
IX. CONTRACTUAL CONSIDERATIONS

Specific contractual considerations, including but not limited to the following, apply to RFC 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 Sample Consultant Agreement).

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 Contractors (RFC). The COMMISSION may deem an applicant ineligible if it finds in its reasonable discretion, that applicant has done any of the following, including but not limited to: (1) violated any significant terms or conditions of Grant Agreement/Contract; (2) committed any act or omission which negatively reflects on Applicant’s quality, fitness or capacity to perform services listed in RFC with the COMMISSION or any other public entity, or engaged in a pattern or practice which negatively reflects on the same; (3) committed an act or offense which indicates a lack of business integrity or business dishonesty; or (4) made or submitted a false claim against the COMMISSION or any other public entity.

C. Contract Information

1. The COMMISSION reserves the right to reject all bids and re-advertise for bids. Failure to comply with bid specification shall be grounds for disqualification of bids. Each bidder or proposer shall be required to honor the price and specifications quoted
for a minimum of sixty (60) calendar days following submission of the bid. The COMMISSION also reserves the right to cancel this RFC, 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 RFC. Any cover letters, résumés and/or curriculum vita, including attached materials, submitted in response to this RFC 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 the COMMISSION.

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, Cash Flow Statement, Statement of Activities (Income Statement), and Statement of Financial Position (Balance Sheet).

5. Consistent with the intent of Proposition 10: California Children and Families Act of 1998, no monies for this Project may be used to supplant Federal, State, County and/or other monies available to the organization for any purpose. Activities funded under this proposal must be new or enhancements to existing activities.

6. The award of a contract by the COMMISSION to an individual/agency/organization that proposes to use sub-contractors for the performance of work under the contract resulting from this application process shall not be interpreted to limit the COMMISSION’s right to approve subcontractors, assemble teams and/or assign leads. Each applicant will be evaluated independently for added value to the overall team. A copy of executed subcontract(s) related to Program funding must be provided to the COMMISSION.

7. The selected Contractor will be required to sign the contract at least two (2) weeks prior to the intended start date of the contract, as outlined in Terms of Contract/Term of Grant section, to assure the timely completion of the signature process by all parties. If the contract is not signed prior to the intended start date, the commencement of any activities under the Exhibit A – Scope of Work will not begin until the contract execution date (the date all parties have signed the contract) and Contractor will not be eligible to obtain reimbursement for any costs incurred prior to the contract execution date, unless otherwise approved in writing 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. The COMMISSION reserves the right to revise the effective date prior to final execution of the contract.

The contractor shall not be authorized to deliver or commence performance of services as described in this RFC until final execution of the contract (contract must be signed by both parties). Final execution of the contract is contingent on First 5 LA’s Board approval of the negotiated scope of work and budget. Any performance of services
commenced prior to obtaining all written approvals by First 5 LA shall be considered voluntary.

8. Unless otherwise submitted during the application process, the selected Contractor will be required to submit the required documentation listed on the Contractor Checklist, which includes, but not limited to, the following documents before the Contract can be fully executed:

- Agency Involvement in Litigation and/or Contract Compliance Difficulties Form
- Signature Authorization Form
- Annual Independent Audit for prior fiscal year or calendar year (if applicable)
- Appropriate business licenses (for consultants or private organizations)
- Completed IRS Form W-9
- Certificates of Insurance for all insurance requirements outlined in the contract.

9. Per the COMMISSION’s Policy and Guidelines for Hiring Consultants, the total composite rate, which includes labor and other costs, for a Consultant may not exceed $150 an hour, depending on the type of expertise. A blended rate is allowable. For example, for a contract totaling $150,000, a consultant may bill 500 hours for Consultant A at $200/hour, and 500 hours for Consultant B at $100/hour, with a total composite rate of $150/hour (1,000 total hours divided by $150,000 in billable hours = $150/hour).

10. The selected contractor/s will be required to adhere to all contractual obligations as outlined in this document, including the First 5 LA Contract (See Sample Contract). The selected applicant shall be expected to execute the contract without substantive alteration. If applicant cannot accept the terms of the contract without substantive alterations, the applicant should refrain from applying. It is imperative that all applicants review the contract language in detail and fully understand contractual obligations should they be selected.

X. APPEALS POLICY

First 5 LA reserves the right, without prejudice, to reject any or all submitted applications. An Appeal shall be permitted only on the grounds that the decision violated applicable law, First 5 LA policies and procedures, or the terms of the bid, RFP or RFQ, or RFV or RFC. Appeals challenging First 5 LA’s decision on the merits or qualifications of bidders or proposers or the scoring of proposals shall not be permitted. An appeal of a First 5 LA decision shall be in writing and filed with the office of the Executive Director within ten (10) business days following the date the notification of decision is made by First 5 LA.

For more information, please refer to the Appeals Policy located at: http://www.first5la.org/About-Us/Policies.
XI. LIST OF APPENDICES

- Appendix A: Areas of Expertise Checklist & Narrative of Experience (PDF)
- Appendix B: Agency Involvement in Litigation and/or Contract Compliance Difficulties Form (PDF)
- Appendix C: Contractor Signature Authorization Form (PDF)
- Appendix D: First 5 LA Sample Consultant Agreement
- Appendix E: First 5 LA Appeals Policy