FIRST 5 LA
RESEARCH AND EVALUATION CONSULTANT POOL
REQUEST FOR QUALIFICATIONS (RFQ)

Los Angeles County Children and Families First – Proposition 10 Commission (aka First 5 LA)
RELEASE DATE: August 6, 2010
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1) RFQ Timeline

<table>
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<tr>
<th>ACTIVITY</th>
<th>DATE¹</th>
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<tbody>
<tr>
<td>RFQ released</td>
<td>August 6, 2010</td>
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<tr>
<td>Applications are due. Consultants who submit their documents late will be eligible to enter the pool the following fiscal year.</td>
<td>September 10, 2010 by 5:00 p.m. PST NO EXCEPTIONS</td>
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<tr>
<td>Questions and requests for additional information will be sent to consultants where applicable on or before the following date.</td>
<td>September 30, 2010</td>
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<tr>
<td>Notifications of consultant acceptance into Research and Evaluation consultant pool</td>
<td>October 10, 2010</td>
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RFQ Questions

All questions must be submitted via email to Teryn Mattox (tmattox@first5la.org). To ensure that all potential applicants receive the same information, questions and answers will be compiled and posted on the RFQ website.

¹ Note: While it is First 5 LA’s desire to execute the Contract for an October 30, 2010 start date, all dates are subject to change at First 5 LA’s sole discretion.
II) Project Overview

Background

About First 5 LA

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 (also known as the Proposition 10 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 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 these areas. Additional information regarding First 5 LA can be found at http://www.first5la.org/

The First 5 LA FY 2009-2015 Strategic Plan

In June 2009, First 5 LA’s Board of Commissioners adopted a new strategic plan to guide its investments through June 2015. The adoption of this plan titled, “Strengthening Families and Communities in L.A. County,” marked a significant evolution in First 5 LA’s approach to grant making by committing a sizeable portion of funding to improving the well-being of children in specific geographic communities, called “Best Start” communities, throughout the County, combined with significant investments countywide. We believe, and research confirms, that children thrive when they live in safe and supportive families and neighborhoods. This combined place-based and countywide approach allows the Commission to concentrate its limited resources in areas of high need and to sustain those efforts over time. The adoption of the new 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.

Within these communities and countywide, the Commission has selected the following four goals that will drive our work in the new plan:

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

All of our investments will be focused on changing outcomes in one of these areas. In addition, the Commission has identified a pathway that leads us to our desired outcomes for children, families, and communities. This pathway will guide our funding decisions in the new strategic plan. The Commission will continue to fund some direct services in the Best Start communities but will also strengthen our commitment to investing in community capacity building and family strengthening.
The First 5 LA Best Start Communities

In June 2010, the First 5 LA Board of Commissioners approved a portfolio of 14 communities to target for place-based investment. These 14 "Best Start" communities represent the Commission's commitment to funding a place-based approach as outlined in First 5 LA's 2009-2015 Strategic Plan, Strengthening Families and Communities in L.A. County, which was adopted in June of 2010. This place-based approach recognizes the importance of a family's environment to the health, safety and school readiness of young children. By focusing a significant portion of its resources in specific communities, First 5 LA will strive to have a greater impact on the children and families who reside in neighborhoods of high need in our county.
As part of the process for selecting the target communities for its place-based investments, First 5 LA conducted an intensive data-driven analysis of neighborhoods across L.A. County. This analysis focused on factors that put children and families at risk, such as poverty, low birth weight rates and low test scores in schools. First 5 LA also evaluated the strengths, assets and infrastructure capacity within communities with high levels of need, and sought to distribute resources throughout different geographic regions of the county and in communities that were reflective of the county's diverse population.

Collectively, the 14 target communities selected are home to about 165,000 children from newborn through age 5, which represents nearly 20 percent of the children 5 years old and younger in L.A. County. The collective need of the target communities is illustrated by the following key statistics:

- 22 percent of families with children living in the 14 target communities live in poverty, compared to 12 percent of families in L.A. County in 2009.
- 41 percent of 3rd grade students score below basic or far below basic in California Standards Test for English-Language Arts proficiency in the target communities compared to 30 percent in L.A. County.
- Out of every 1,000 births, approximately 76 of the babies born in the target communities are considered to be low birth weight, this compared to approximately 73 per 1,000 in L.A. County.
- 54 percent of adults over age 25 in these communities have less than a high school education compared to 31 percent in L.A. County.

Those communities are:
- Broadway-Manchester
- Compton
- East Los Angeles
- Lancaster
- Pacoima
- Palmdale
- Panorama City
- South El Monte-El Monte
- Southeast Los Angeles County
- Watts-Willowbrook
- West Athens
- Wilmington
- Central Long Beach
- Central Los Angeles/110-10 Freeway Corridor

Read a profile of each of these communities on the first 5 LA website, at http://www.first5la.org/node/3872.

First 5 LA FY 2009-2015 Accountability Framework

The First 5 LA FY 09-15 Strategic Plan includes an innovative blend of place-based and county-wide funding strategies designed to improve outcomes in four goal areas, including: babies are born healthy, children maintain a healthy weight, children are safe from abuse
and neglect, and children are ready for kindergarten. The Commission’s decision to move to a “place-based” funding approach, as opposed to initiative-based funding, is an effort to focus more intentionally on impacting the well-being of families and children by improving the communities in which they live. Thus, our FY2009-2015 Accountability and Learning framework reflects this emphasis on place-based evaluation as well as a strengthened emphasis on using results from our evaluations and research projects to learn and improve on an ongoing basis.

The goals of First 5 LA’s Accountability and Learning Framework for the FY 09-15 Strategic Plan include the following:

• Gather and disseminate timely information on implementation and outcomes to support and improve our work and the work of our grantees;
• Capture change over time in Best Start communities;
• Enable us to “tell a coherent story” of our investments to our stakeholders – most notably First 5 LA Commissioners and staff, our community partners and grantees and other external stakeholders.

The major types of research and evaluation activities in which First 5 LA will engage over the course of the strategic plan include the following:

• A longitudinal study which will track a cohort of families from our Best Start communities, and families from comparison communities, over time;
• Place-based and strategic evaluations, including evaluations of some of First 5 LA’s key strategies, as well as data collection within each of First 5 LA’s Best Start communities to monitor progress towards change;
• Research projects, designed to be responsive to policy and programmatic issues arising out of our evaluation work;
• The convening of a Research Advisory Committee (RAC), which will provide technical input, guidance, and advice to support First 5 LA’s research activities as we embark on this new strategic plan and accountability framework;
• Dissemination activities, including the development of a Community Change dashboard where each target community will be able to monitor the change that is happening within its boundaries;
• A learning and improvement process in order to promote meaningful use of our findings.

Research and Evaluation Consultant Pool RFQ

The First 5 LA Research and Evaluation (R&E) department is seeking applicants to be included in a pool of approved consultants to support a range of R&E work. This support may include a range of diverse tasks, from facilitating meetings, translation services, to supporting research and evaluation design and implementation tasks. To that end, we are seeking a diverse set of skills to be represented in the pool.

Desired skills may include, but are not limited to:

• Research support
  o Quantitative data analysis
  o Experience with large public datasets
Qualitative research methods, including interviews and focus groups
Psychometric analyses
Econometric and statistical analyses, including hierarchical linear modeling
Evaluation design
Survey research, including statistical sampling methodologies
Social network mapping
Developing logic models/theories of change
Policy analysis and evaluation
Literature reviews
Statistical weighting procedures
Economic analysis
Collection and analysis of non-text data, including images, video, audio, maps, etc.
Proficiency with Geographic Information Systems, including map making in ArcGIS and geocoding capabilities
Data visualization, including use of data visualization software
Web design and usability in the context of research and data presentation

Administrative and other support
Translation from English into languages which may include Spanish, Chinese (Mandarin and Cantonese), Khmer, Korean and Vietnamese
Focus group facilitation and transcription (In addition to English speaking facilitators, we desire applicants with fluency in non-English languages including Spanish, Korean, Khmer, and Mandarin Chinese)
Meeting and logistics planning
Facilitation of meetings and other processes
Study recruitment and outreach
Data entry
Database management

Areas of content expertise may include, but are not limited to:

Expertise related to children and families
Child development
Preconception and interconception care
Pregnancy and birth outcomes
Maternal health
Perinatal issues among African American women
Early childhood education
Family engagement
Social support
Home visitation

Other areas of expertise
Workforce development
Comprehensive community investments, i.e., the “place based” approach
Organizational capacity building
Community capacity building, including systems change
Community based participatory action research
Collaboration and networking
Demographics, including migration
- Geographic differences and characteristics of LA County neighborhoods
- Cultural/linguistic expertise relevant to Los Angeles County populations

When a project necessitates support, R&E will issue a solicitation to qualified consultants in this pool. Solicitations will include the following:
- The period of the work to be performed
- A statement of work for the work being solicited
- Minimum, maximum, or actual dollar amount for the work to be performed, where possible

Selected consultants may be required to submit additional documentation at the time of the solicitation in order to complete the contracting process. If the contracting process takes more than ten business days, First 5 LA reserves the right to select another consultant from the pool.

Please note that the term of the contracts issued under this RFQ will be one year. The contractor pool will be reassessed annually. In April of each fiscal year, contractors in the pool will be offered the opportunity to renew their contracts for the following fiscal year up to an additional one year at the sole discretion of the Commission. Additionally, an RFQ will be posted for additional applicants to the pool.

A contract will not be issued with any member of the pool until work has been solicited. Membership in the pool is not a guarantee of a contract with First 5 LA, and consultants in the pool may exit at any time.

III) Statement of Qualifications

Required documents to respond to this RFQ:
The qualifications, including all required attachments, must be submitted online at www.first5la.org/Funding-Center no later than September 10, 2010, 5 p.m. PST. In addition to the electronic versions, applicants must also submit one (1) original and signed copy of the application cover letter, First 5 LA’s “Signature Authorization Form,” and a W-9 form, to:

Evelyn V. Martinez, Chief Executive Officer
First 5 LA
750 N Alameda Street, Suite 300
Los Angeles, CA 90012
Attention: First 5 LA R&E Consultant Pool RFQ

1. **Cover letter:** Introducing the applicant and clearly showing the applicant’s name and/or organization name, address, telephone number, e-mail address, the date, and a statement that the letter is in response to the RFQ for the R&E consultant pool. An original signed copy of the cover letter must be received at First 5 LA by the
application deadline. Additionally, applicants will be required to upload a copy of the cover letter to the online application system;

2. **Online application:** Complete the online application form available at [www.first5la.org](http://www.first5la.org). The online application form includes the following:
   a. A list of the applicant’s areas of expertise relevant to First 5 LA R&E work (based on the list of desired skills above) and adds in additional areas that appear to be relevant to First 5’s work;
   b. A narrative description for each area of expertise justifying why the applicant is an expert in each area, and for what length of time they have worked in that area (200 words maximum per area of expertise);
   c. Summaries of up to three projects the applicant feels best reflect their expertise. The summaries should include a brief overview of the project and the applicants' role (200 words maximum per project);
   d. A description of how their expertise may support the First 5 LA R&E department in its execution of the FY09-15 Strategic Plan Accountability Framework;
   e. The applicant's hourly rate. If the application includes more than one individual, the applicant must include a separate line for each person. Please see the compensation section below for more details about First 5 LA’s maximum allowable hourly *composite* rate;

3. **Résumé:** Include the résumé of the applicant;

4. **Client references:** Names and contact information for at least three references from current and/or former clients. The applicant may not name a First 5 LA staff member as a reference. See Appendix F for a client reference form example;

5. **Hourly rate form:** Applicants must submit a form detailing their hourly rate. 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. See Appendix A for the hourly rate form;

6. **Work samples:** Two (2) samples of applicant’s work that is most applicable to the work that R&E will be undertaking in the course of the new strategic plan described above, and that best demonstrates the applicants’ competency in their declared area of expertise.

   Applicants whose work is not conducive to submitting work samples should include instead more detailed project summaries describing their role on the project, unexpected challenges and how they were overcome, and a description of the relevance of the project to First 5 LA’s Accountability Framework.

   See Appendix G for a description of how submitted work samples will be evaluated.

7. **Signature Authorization Form** (1 original SIGNED with BLUE INK): 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 one original form signed in blue ink. See Appendix B. Original form must be received at First 5 LA by the RFQ deadline.

8. **Agency Involvement in Litigation and/or Contract Compliance Difficulties:** 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 (Appendix C).

9. **W-9 Form** (1 original SIGNED with BLUE INK): Applicants must submit a W-9 form directly to First 5 LA, and it must be received at First 5 LA by the RFQ deadline.

**IV) Review Criteria and Selection Process**

**General**

Applicants must review the First 5 LA Contract Boilerplate in Appendix E. 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. **Applicants will be required to accept the contract language as specified in this boilerplate at the time of their submission of qualifications.**

In order for applications to be considered acceptable and eligible for award they must be prepared in accordance with the instructions given in this solicitation. Individual applicants with an hourly rate greater than $150/hour will not be admitted into the pool. Agency applicants must have sufficient diversity of hourly rates on their staff such that the average composite hourly rate for the agency will not exceed $150/hour. Provided that the application was submitted on time with all relevant materials, qualifications will be evaluated from a technical standpoint based on the applicant's proven ability in their area of expertise as described in the criteria defined below.

**Review Criteria**

Qualifications will be evaluated by a team of external reviewers. Please see Appendix G for a copy of the review tool that will be used to guide evaluation of applicants, and interviewed by First 5 LA staff. Qualified consultants that pass external review and agree to First 5 LA contract terms will be accepted into the consultant pool. The following are the selection criteria that will be used to evaluate applicants to the First 5 LA consultant pool:

1. **Relevant knowledge and expertise:** This criterion reflects the extent to which the applicant's statement of qualifications reflects skill in their declared area of expertise. The combination of the applicant’s resume history, project history, and narrative explication of experience should convey a depth of understanding and/or skill of their identified areas of expertise. Furthermore, the area of expertise should be directly relevant to the work being undertaken by First 5 LA, and this relevance should be reflected in the applicants’ response to the online application.
The applicant’s project summaries should reflect a history of engagement with organizations with missions similar to that of First 5 LA, and the applicant’s role on those projects should be in the capacity in which they might be employed by First 5 LA.

2. **Quality of submitted work:** The applicant should submit two work samples relevant to their declared area of expertise. A major consideration in their evaluation is the quality of the work submitted, their role in producing that work, and the relevance of the work submitted to their declared area of expertise and First 5 LA R&E department’s Accountability Framework.

To that end, the work samples will be evaluated according to the following:

a. **The quality of the work submitted:** The work submitted demonstrates the applicant’s capacity to perform the duties that may be required of them, given their declared area of expertise. The work should also convey, if applicable, the applicant’s written communication skills, and the reviewer should include an evaluation of those skills when reviewing the application;

b. **The role of the applicant in producing the work:** The applicant’s role in producing the submitted work should be clear, and should conform to the role which First 5 LA would expect them to play should they be necessary for project support;

c. **The relevance of the submitted work:** The work submitted should firstly be relevant to their declared area of expertise. More importantly, it should be directly relevant to the type of work which they will be performing for First 5 LA.

Applicants whose work is not conducive to submitting work samples should include instead more detailed project summaries describing their role on the project, unexpected challenges and how they were overcome, and a description of the relevance of the project to First 5 LA’s Accountability Framework. These project summaries will be evaluated according to the following criteria:

a. **The role of the applicant in the project:** The applicant’s role in the project should be clear, and should conform to the role which First 5 LA would expect them to play should they be necessary for project support;

b. **The relevance of the project to the applicants’ declared area of expertise and to First 5 LA’s needs:** The project summarized should firstly be relevant to their declared area of expertise. More importantly, it should be directly relevant to the type of work which they will be performing for First 5 LA.

3. **Work experience:** The applicant will be evaluated by the extent to which their qualifications demonstrate experience in the following areas:

a. Experience working with organizations with missions similar to that of First 5 LA;

b. Experience working with culturally and linguistically diverse populations;
c. Experience working in Los Angeles County;
d. Based upon the applicant’s declared area of expertise, there may be additional pertinent areas of work experience that the reviewer would expect to see, and the reviewer should evaluate the applicant’s experience against those additional areas.

The Commission reserves the right to without prejudice reject any or all submitted qualifications.

Statement of Qualifications Review Process

1. **Level 1**: First 5 LA staff will review each application to ensure that basic requirements are met. Basic requirements include: timely receipt of application, format as required, inclusion of all appropriate attachments, etc. Proposals with omissions of any required documentation are subject to disqualifications.

2. **Level 2**: Applications will be reviewed by three external reviewers using the Statement of Qualifications Review Tool posted with the RFP (Appendix G). Review tools are adhered to by external reviewers to alleviate the potential for bias. External reviewers are required to sign a Conflict of Interest and Confidentiality Statement

   a. Some or all of the applicants who have submitted complete and responsive applications may be contacted for more information on or before September 30, 2010

3. **Reference Check**: When necessary and applicable, reference checks are completed for the final applicants. Again, these reference checks are scored with a standardized review tool made available prior to the site visit. Reference checks will be completed as necessary to complement rankings resulting from the external review process. First 5 LA must be able to contact all of the references provided by the applicant. If any references cannot be reached, First 5 LA may deem this applicant ineligible for this opportunity.

As a public entity, the Commission has a responsibility to the public to ensure that the organizations who receive our funds are financially stable to provide the contracted services. Further written materials regarding the financial stability of the agency may be requested by our finance department prior to the interview.

The award notification is anticipated to occur by **October 10th, 2010**, with a final signed contract and projected contract start date of **October 30th, 2010**. First 5 LA staff and/or Commission reserve the right without prejudice

V) Terms of Participation & Contractual Considerations

1. **Acceptance into the consultant pool is not a guarantee of work.** For those consultants who are accepted into the consultant pool, work will be solicited based on First 5 LA needs. R&E staff will select a consultant from the pool based on

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2 Note: While it is First 5 LA’s desire to execute the Contract for an **October 30, 2010** start date, all dates are subject to change at First 5 LA’s sole discretion.
qualifications and availability, and other criteria as specified at the time of the solicitation. The selected consultant and R&E staff will negotiate a scope of work and final budget during the contracting process.

2. Consultants will be paid according to deliverables. That is, any solicitations made will be contracted on a fixed-price, deliverables-based basis. The selected consultant will be paid per deliverable, contingent on First 5 LA approval of the deliverable (see a description of the Quality Assurance (QA) and QA dispute resolution processes in Appendix D of this document). The consultant will assume any risk from contract or project delays. If any deliverable is only partially achieved, First 5 LA reserves the right, in its sole discretion, to prorate the contract price accordingly, but only to the extent such partial deliverable meets the approval of First 5 LA and is useful to First 5 LA.

3. The term of membership in this pool, and the term of any contracts issued to members of this pool is one year. The consultant pool will be reassessed annually. In April of each fiscal year, contractors in the pool will be offered the opportunity to renew their contracts for the following fiscal year for an additional one year at the sole discretion of the Commission. Additionally, an RFQ will be posted for additional applicants to the pool.

4. Consultants will not be bound to remain in the pool, and consultants may exit 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 outlined in the First 5 LA contract boilerplate language (see Appendix E).

5. The Commission may, at its sole discretion, reject any or all submissions in response to this RFQ. An appeals process is not available, but declined applicants may reapply the following year.

6. The Commission reserves the right to amend the Research and Evaluation Consultant Pool as needed to best meet the needs of all parties. At the Commission's discretion, consultants may be revised or removed.

7. All work solicited from the consultant, including any data collected, any analysis, and any reports collected by Contractor during the course of any project, in whatever form, shall be the sole property of the Commission. Contractor shall maintain said data and information on behalf of the Commission in form and substance consistent with accepted research practices throughout the course of Contracts processed through consultant pool.

**Contractual Considerations**

Specific contractual considerations, including but not limited to the following, apply to RFQ 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 Qualifications (RFQ). 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 RFQ 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 may, at its sole discretion, reject any or all submissions in response to this RFQ. The COMMISSION also reserves the right to cancel this RFQ, 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. Any cover letters, résumés, and/or curriculum vita, including attached materials, submitted in response to this RFQ 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 2009 Fiscal Year June 30, 2009, 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 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 by the COMMISSION in writing. 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 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 by $150,000 in billable hours = $150/hour).

10. The sample contract and contracting requirements are attached (See Sample Contract). 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.

VI) Appendices

A. Hourly rate form
B. Signature Authorization Form
C. Agency Involvement in Litigation Form
D. First 5 LA Quality Assurance Review and Conflict Resolution Process
E. First 5 LA Contract Boilerplate
F. Client Reference Form
G. Statement of Qualifications Review Tool
H. W-9