July 7, 2008

Dear Prospective Applicant:

First 5 LA is issuing a Request for Qualifications (RFQ) to solicit groups or individuals to work with staff and Commissioners to develop the First 5 LA Fiscal Year 2009-2014 Strategic Plan over a 12-month period (September 2008-August 2009). In partnership with staff, the selected applicant(s) will facilitate strategic planning activities and prepare a strategic plan to further define how the Commission can best impact the lives of young children and families in LA County.

The ideal candidate will have expertise in any of the combined areas: community-level planning and evaluation, organizational development, knowledge of prenatal and early childhood development initiatives, experience in grantmaking, and strong familiarity with the funding environment in LA County specific to children from prenatal through five. In addition, the selected candidate will demonstrate that they can complete all deliverables within the 12-month timeframe. Please review the complete RFQ description for further information on the qualifications and responsibilities for this project.

In response to this RFQ, applicants are requested to submit a complete application outlining their specific qualifications to implement project requirements and deliverables to First 5 LA no later than August 1, 2008. Following a review of all proposals submitted, qualified applicants will be invited for an interview during the week of August 11th 2008. Interviews will include a brief presentation illustrating applicants’ plan for implementation of the described scope of work.

First 5 LA reserves the right to modify or withdraw the attached solicitation document and stated schedule of events at any time.

Please submit one (1) original and five (5) copies of your application packet to:

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

Attention: Strategic Planning Consultant

ALL SUBMISSIONS MUST BE RECEIVED BY 5:00 PM, AUGUST 1, 2008. NO FAXED OR E-MAIL SUBMISSIONS WILL BE ACCEPTED.

For additional information or further questions, please contact: Elizabeth Gonzalez, Program Officer, (213) 482-7553 or egonzalez@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
STRATEGIC PLANNING CONSULTANT
REQUEST FOR QUALIFICATIONS (RFQ)
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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>July 7, 2008</td>
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<tr>
<td><strong>Application Due:</strong></td>
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<td>• 1 original</td>
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<td>August 1st by 5 p.m.</td>
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<tr>
<td>Interviews for Qualified Applicants</td>
<td>Week of August 11th</td>
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<td>Selected Consultant (s) Notified</td>
<td>Week of August 11th</td>
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<tr>
<td>Initial Meeting with Consultant (s)</td>
<td>Week of August 18th</td>
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<tr>
<td><strong>Contract Start Date</strong></td>
<td>September 15th</td>
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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 Monday, July 21, 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:

Elizabeth Gonzalez, Program Officer,
First 5 LA
750 N. Alameda Street, Suite 300
Los Angeles, CA 90012

Phone: 213.482.7553

Fax: 213.482.5903

E-mail: egonzalez@first5la.org.

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1 Note: While it is First 5 LA’s desire to execute the Technical Assistance Contract for a September 15th, 2008 start date, all dates are subject to change at First 5 LA’s sole discretion.
II. 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 was formed as a public entity to develop and oversee various early childhood initiatives and to administer and manage the funding from Proposition 10 (http://www.first5la.org/). First 5 LA’s mission is to make significant and measurable progress towards increasing the number of children from the prenatal stage through age five who are physically and emotionally Healthy, Safe and Ready to Learn. Since 1998, First 5 LA has invested $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/.

FIRST 5 LA STRATEGIC PLAN

Since its inception, First 5 LA has developed strategic plans with input from diverse communities obtained through a series of community meetings, public forums and Commission retreats. These dialogues focused on the needs and issues affecting expectant parents, children from prenatal through five, their families and communities. In addition to public input, local, state and national data has informed these planning processes.

As a result of the strategic planning process for Fiscal Year 2004-2009, the Commission adopted a set of statements describing its vision, values and mission that serve as the foundation for its current work. Moreover, goals and strategies were identified that embody the Commission’s commitment to implementation approaches that cut across organizational, community and population boundaries and that address the diverse needs of children and their families.

The current strategic plan, the Next Five (FY 2004-2009), continues to strive toward impact upon the Five Desired Outcomes for Children. These outcomes have been adopted by the Los Angeles County Board of Supervisors, First 5 LA and other leading organizations on issues of child well-being throughout the County: Good Health, Safety and Survival, Economic Well-Being, Social and Emotional Well-Being, and School Readiness. First 5 LA intends to continue its efforts to improve these outcomes for young children and their families through its three adopted goal areas of Early Learning, Health, and Safe Children and Families.

First 5 LA is committed to creating a future throughout Los Angeles’ diverse communities where all young children are born healthy and raised in a loving and nurturing environment so that they grow up healthy, are eager to learn and reach their full potential. Given First 5 LA’s vision and mandate, the Commission has stated that it will be a dynamic force for change in Los Angeles County by serving the following roles:
• Change agent and catalyst, mobilizing support among families, care providers, educators, community based organizations, businesses, foundations and government entities;
• Trend setter, identifying innovative approaches; and
• Convener and facilitator, working with other organizations to identify problems and develop solutions to those problems.

First 5 LA’s approach to fulfilling this role and changing outcomes goes beyond supporting direct services to include systems improvement and policy change. The Commission is committed to building and supporting relationships among families, neighborhoods, community, resource networks, and impacting environmental conditions and public policy, to effectively address child and family health outcomes.

In January 2008, a joint team of strategic planning consultants and staff initiated Phase I of a two-phase process for Strategic Planning for FY 2009-2014. Phase I was designed as a pre-planning phase to allow First 5 LA to take stock of its current work. Phase II will entail the work necessary to develop and gain approval of the next Strategic Plan. This phased process was created in response to the Commission’s directive to identify strategic issues that could impact the development of the next plan.

Phase I consisted of an abbreviated internal assessment that examined First 5 LA’s current priorities, investments, processes and Accountability Framework. The process used to operate the assessment consisted of the following:

• A review of available reports, data, evaluations and policy briefs
• Commissioner and management staff interviews and workgroups
• Public meetings in April and May 2008 regarding development of core outcomes and a Commission-level theory of change

The results from the internal assessment highlighted a number of key issues and policy questions that First 5 LA must address in order to focus its next strategic plan and maximize the impact of the Commission’s investments and partnerships. Phase I activities included a presentation at the First 5 LA Commission meeting on July 10, 2008 which affirmed the critical issues identified in Phase I to be addressed by the Commission during Phase II strategic planning activities. In addition, Phase I will conclude with consultant and staff work to develop a Commission-level theory of change and to identify potential core outcomes.
III. ELIGIBILITY & QUALIFICATIONS

A. Eligibility: Proposals will be considered from public and private entities and/or collaboratives. Applicants should have established a staff presence and office in California for at least three years have the capacity to work in Los Angeles County, and have extensive experience in conducting multi-year strategic planning efforts for large organizations. The most highly qualified applicants will be invited for an interview with, and oral presentation to, First 5 LA staff and/or Commissioners.

B. Consultant Qualifications: Applicants must have the experience, knowledge, and skill necessary to execute a successful strategic planning effort. These qualities include:

1. EXPERIENCE
   • Experience working with First 5 LA, other First 5 Commissions or other similar political environments (e.g. Commissions, politically appointed Boards) on related strategic planning efforts is preferable
   • Strong history of working on large scale initiatives involving community and systems change efforts
   • Demonstrated success in facilitating and building consensus amongst an expansive and diverse array of stakeholders with varied interests
   • Experience conducting environmental scans around programs supporting young children and families
   • Experience with drafting/revising, implementing and monitoring/evaluating strategic plans
   • Established relationships and access to key informants such as funders, policy and decision makers and agency and community leaders in LA County
   • Experience in grantmaking and working with public and private funding institutions
   • Experience in organizational development, including the ability to assess organizational challenges and facilitate dialogues and processes toward policy recommendations, if necessary

2. KNOWLEDGE
   • Strong knowledge of the funding and political environment in Los Angeles County
   • Understanding of issues facing First 5 LA, First 5 California and other Commissions across the State as they relate to First 5 LA
   • Expertise in organizational development, including assessing internal capacity and resource issues
   • Understanding of issues facing young children and families in LA County, especially specific to the health, early learning and safety of children and families with young children
• Expertise and experience with research and evaluation methodology, and theoretical models and approaches

3. **SKILLS**

• Ability to bring in expertise needed to produce high quality deliverables
• Understanding and ability to work with diverse community perspectives around issues affecting the development of children and families
• Ability to galvanize individuals, groups and communities, with a variety of interests, to build consensus around a shared vision
• Ability to communicate complex issues, stimulate creative thinking and negotiate differences to resolve conflicts
• Ability to assess short and long-term outcomes, activities and goals
• Ability to initiate and facilitate conversations with key informants, lead and facilitate public hearings and mediate public forums
• Strong written and oral communication skills; ability to synthesize information from multiple sources and form recommendations to report to the First 5 LA staff and Commission
• Ability to be accessible and flexible in accordance with product timelines and activities
• Strong management and team building skills

4. **AVAILABILITY:** The timeline for this project will be intense. In order to be considered, applicants must be able to demonstrate that they can complete all deliverables within the 12-month timeframe.
IV. SCOPE OF WORK AND DELIVERABLES

First 5 LA is seeking a consultant(s) to facilitate Phase II of the Commission's strategic planning process leading to the creation of a five-year strategic plan under the direction of, and in coordination with, First 5 LA staff and Commissioners. This work will be built upon the findings from Phase I strategic planning activities and will require the consultant(s) to work with an inter-departmental team of First 5 LA staff. In addition, the consultant(s) will also work with other Commission consultants and external partners to ensure coordination of all Commission initiatives and efforts.

The consultant(s) will be required to complete the Commission's strategic plan that incorporates the following activities and deliverables:

A. Stakeholder Engagement: Facilitate internal and external discussions (including grantee-strategic partner focus groups, and special public planning meetings) to help answer critical questions relative to the Strategic Plan. This work will involve formulation and review of draft strategic plans with Commissioners, staff, stakeholders and the public, as well as supporting staff in the process of gaining strategic plan approval. The engagement will result in agreement in the following areas:
   • Desired Results (Outcomes)
   • Measures of Success (Indicators)
   • Role in Los Angeles County
   • Future Investment Scenarios and Design
   • Allocation Priorities
   • Funding Plan
   • Funding & Programmatic Approaches
   • Sustainability of Results

B. Environmental Assessments: Initiate both external and internal assessment activities that build upon those conducted during Phase I strategic planning:

   **External**
   • Gather internal and external information to identify and analyze demographic, political, funding, social, educational, and technological trends that may impact implementation of the Strategic Plan
   • Review changing trends and key resource controllers (i.e. clients, regulators, providers, competitors and collaborators) pertinent to child and community well-being.

   **Internal**
   • Build upon the current assessment of internal resources (people, information, competencies, culture) needed to implement current and future investments
   • Review current strategies (organizational, departmental, functional) and the Commission’s performance (indicators, results)
   • Review Phase I summary reports on First 5 LA evaluation and data partnerships, as needed.

C. First 5 LA Commissioner Engagement: Facilitate Commissioner engagement in setting strategic goals and strategy formulation through the following:
• Identify strategic issues (challenges affecting the organization’s mission, values, products, costs, financing, management, etc.) and suggest possible strategy formulation
• Facilitate Special Commission Planning meetings to 1) review formal Proposition 10 mandates; 2) address critical issues raised during Phase I strategic planning, the stakeholder interviews and environmental assessments; 3) formulate possible strategies to manage and address issues; 4) affirm First 5 LA vision through the development of a Commission-level theory of change as developed by staff and Commissioners; and 5) establish priorities for FY 2009-2014
• Establish workgroup(s) to assess internal capacity issues, specifically identifying opportunities to improve processes through the realignment of structures and, clarification of roles, as needed
• Develop policy and process recommendations, as needed

D. Implementation Plan: Provide support to staff for effective implementation plan development through the following:
• Development of specific action plans to accomplish each objective identified in the FY 2009-2014 strategic plan
• Development of funding allocations and implementation approaches
• Identification of specific outcomes and indicators
• Identification of potential responsible parties, timelines, and resource allocations
• Implementation plan discussions with Commissioners and staff, as necessary

In addition, consultant(s) will be responsible for developing a scope of work that includes a timeline with benchmarks for completing all deliverables. This scope of work will be accomplished through regular communication and coordination with First 5 LA staff to discuss progress and incorporate direction from the Commission into the strategic plan. Consultants will also complete comprehensive written updates for the Board outlining progress of all deliverables on a regular basis. This scope of work will also include supporting other activities which are responsive to the process, but not currently identified.
V. TERMS OF PROJECT

Available Funding

Successful applicants will function as part of a larger staff and consultant team. The consultant(s) will be compensated at an hourly rate commensurate with their experience and compensation history. The consultant(s) must implement and deliver the tasks outlined above in a structure that will be developed and communicated by First 5 LA staff once the contract is executed.

The hourly rate includes all costs associated with the consultant’s performance of duties (e.g., travel, etc.). Please note that travel will be limited to the boundaries of Los Angeles County. The consultant is responsible for supplying all business equipment needed to implement the tasks above (e.g., computer, printer, fax, internet access, etc.). The consultant will be responsible for maintaining a daily log to capture time spent on activities. This will support First 5 LA staff to manage costs and ensure execution of all tasks related to the scope of work.

The total budget for this RFQ shall not exceed a total estimated amount of $150,000. Available funds may be divided among one or more consultants depending on the needs of the Initiative and the experience and expertise of the consultant(s) to provide the desired services. A final budget will be negotiated once consultant(s) has been selected. Funds will be granted through monthly invoices based on services rendered and actual expenses.

Contract Period

The contract period will be for twelve (12) months (September 15, 2008 to August 15, 2009), contingent upon First 5 LA approval and submission of documents by the selected consultant(s).

The selected Consultant(s) is not authorized to deliver or commence services as described in the application until written approval has been obtained from First 5 LA. Any performance of services commenced prior to the selected Consultant(s) obtaining an executed Contract from First 5 LA shall be considered voluntary.

Contractual Obligation

The selected Consultant(s) is required by law to adhere to all contractual obligations as outlined in this document, including the First 5 LA Contract. (See Appendix 1: Sample Contract)
VI. STATEMENT OF QUALIFICATIONS

In response to this Request for Qualifications, applicants are asked to submit a complete proposal no later than 5:00 PM on August 1, 2008. Applicant must clearly illustrate the experience, skills and knowledge specified in the preceding section (see Consultant Qualifications). The inclusion of examples of relevant projects completed is encouraged. Postmarks, e-mails, and faxes are not accepted. Proposals must be sent to:

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

NOTE: All materials submitted as part of an applicant’s Statement of Qualifications become the property of the Commission and are subject to public disclosure. Materials will not be returned to applicants.

The Commission takes no responsibility for the handling of any correspondence/Statement of Qualifications that is mailed and not delivered in person. These deadlines will be strictly adhered to and no exception will be granted.

A. Statement of Qualifications: Statement of Qualifications must contain all of the following items in order to qualify for review. Content is not to exceed ten (10) pages (excluding the cover letter, reference forms, and budget worksheets).

1. **Cover Letter** (two page maximum): The letter must include the organization’s name, address, telephone, fax, 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). All members of an applicant team must list the same information for all participating agencies. The letter must be written on the agency’s letterhead, signed by the organization president, chief executive officer or director, or other authorized signatory formally designated by the agency. All participating agencies in a collaborative must have an authorized signatory’s signature on the cover letter. One member of the collaborative shall serve as the fiscal lead.

2. **Description of Organization’s Qualifications**: Applicant must clearly illustrate experience, knowledge, and skills specified in preceding section (see Desirable Consultant Qualities). Include examples of relevant projects completed.

3. **Key Personnel**: List proposed key personnel who will actively participate in this contract and their relevant skills and experience.

4. **References**: If applicants are selected for an interview, they will be asked to provide a total of three (3) letters of references from other relevant projects using the attached First 5 LA Applicant Reference Form (Appendix 2). Each completed reference form must not exceed two pages.
B. Planning and Implementation Processes:

Describe the work processes (or methodology) your agency will utilize to accomplish First 5 LA’s Project Requirements and Deliverables described in this RFQ. Content of this section is not to exceed three (3) pages.

C. Budget (Appendix 3: Budget Form and Sample Budget Narrative):

Using the attached budget worksheet, provide an itemized budget that details expenses for the proposed activities to complete the deliverables. Identify costs and number of hours for personnel that will be assigned to the project, including a brief description of the services, the rate of pay and the formula used to determine the total amount. Identify and provide general description of all other non-personnel costs (i.e., equipment, printing, copying, space, telephone, supplies, etc.) required to complete the deliverables, specifying the quantity, cost per unit, duration of use, and purpose of these items. Refer to Section V (Terms of the Project) of this RFQ for additional information on “Available Funding” (page 11).

D. Additional Requirements (not considered part of page limit)

1. 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 (Appendix 4) thoroughly. An unsigned form or its omission will constitute an incomplete application and will be grounds for disqualification.

2. Signature Authorization Form (Appendix 5): This form is required in order to verify signature authority to enter into contractual agreement with First 5 LA. If not outlined in the applicant’s 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.

3. Independent Financial Audit: At the time of contract negotiations, the applicant must include the most recent independent financial audit including the following:
   • Management Letter
   • Auditor’s Report
   • Statement of Financial Position (Balance Sheet)
   • Statement of Activities (P/L, Income and Expenses Report)
   • Statement of Cash Flow
   • Functional Expense Report
   • Notes to Financial Statements
   • Federal “Single Audit” (if applicable)

4. Optional: Supplemental materials such as Tool Kits, reports, Video/DVD of a recent workshop, convening or training, may be helpful in evaluating the application and may be included as attachments. If submitted, one copy is sufficient. Please also note that First 5 LA will not return supplemental materials including videos/DVDs to the applicant.
VII. SUBMISSION REQUIREMENTS

Applicants are required to submit an application that meets the following criteria:

☐ White, 8¼” by 11”, paper only
☐ Times New Roman font, no less than 12-point
☐ Single-sided pages only
☐ No less than 1-inch margins, with no less than 1.5 line spacing
☐ All pages and page numbers must be numbered sequentially with the name of the applicant clearly indicated on each page. Materials must not be bound, although a heavy clasp or thick rubber band is acceptable.

☐ All forms that require a signature (i.e., Cover Letter, Signature Authorization Form, etc.) must be signed in blue ink. Signature stamps are not acceptable.

VIII. SELECTION PROCESS AND REVIEW CRITERIA

Selection Process (See Appendix 6: Proposal Review Tool)

The review process will consist of staff review of the RFQ and an interview, which will involve a brief presentation illustrating applicants’ vision and capacity for implementation of the described scope of work.

First 5 LA will evaluate all applications for completeness and minimum qualifications. Basic requirements include: timely receipt of application, formatted as required, inclusion of all appropriate attachments, etc. Applications with omissions of any required documentation are subject to disqualification. Applicants may use the Application Checklist on page 14 as an aid in preparing the application. Please note that the Application Checklist is merely an aid. Each applicant is solely responsible for ensuring that all information requested in Section VI (Statement of Qualifications) and Section VII (Submission Requirements), is submitted even if it does not appear on the Application Checklist.

First 5 LA staff will contact references if the applicant is selected for an interview. First 5 LA must be able to contact at least two (2) of the three (3) references provided by the applicant. If two (2) references cannot be reached, First 5 LA may deem the applicant ineligible for this opportunity. All or some of the applicants who have submitted complete and responsive applications may be interviewed. Interviews are scheduled to be held on dates shown in Section I (Timeline for Selection Process). These dates are subject to change at First 5 LA’s sole discretion. All applicants must advise First 5 LA staff of their availability during these days. Interviews will be held either at First 5 LA or via phone. Further written materials regarding qualifications may be requested prior to the interview.
Selection Criteria

First 5 LA will award a Contract to one or more applicant(s) with the expertise and qualifications outlined in this RFQ. The following represents the selection criteria that will be considered during the evaluation process:

• The applicant’s past experience in performing comparable work;
• The applicant’s demonstrated knowledge, experience, and skills in developing strategic plans of similar scope for agencies of comparable size;
• The applicant’s creativity and the quality of the portfolio of prior work;
• The applicant’s work with previous clients;
• The applicant’s ability to be available for the necessary hours and the entire duration of the strategic planning process;
• The cost-effectiveness of applicant’s proposal.

First 5 LA reserves the right, without prejudice, to reject any or all submitted qualifications. Any application proposal that does not include all the information requested in this RFQ will not be reviewed. Any materials exceeding the maximum page requirement or additional documents not requested as part of this application packet will not be reviewed. Application proposal packets received after 5:00 p.m. at the Commission’s office will not be accepted. An appeals process is not available.

IX. CONTRACTUAL CONSIDERATIONS

Specific contractual considerations, including but not limited to the following, apply to this 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 will 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 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. 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 are 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 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 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 (30) days 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 (not to be confused with Section X, Application 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 (2 originals)
- By-laws (if applicable)
- Articles of Incorporation (if applicable)
- Board of Directors or List of Partners (as applicable)
- 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
X. 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. Failure to submit any required item will result in disqualification.

☐ Cover Letter (maximum 2 pages)

☐ Description of Organization’s Qualifications (maximum 10 pages)

☐ Planning and Implementation Processes (maximum 3 pages)

☐ Budget and Budget Narrative

☐ Résumé or Curriculum Vitae for Key Staff and Subcontractor(s)

☐ Applicant Reference Form, (3 required – to be submitted at interview stage)

☐ Agency Involvement in Litigation and/or Contract Compliance Difficulties, (1 original, signed in blue ink)

☐ Signature Authorization Form, (2 originals, signed in blue ink)

Documents to be submitted at time of contract negotiations (if selected):

☐ Independent Financial Audit

☐ Tool Kit, samples of work, Video/DVD, etc. (Optional)

☐ Board Resolution, Appendix 6, if applicable (1 original, signed in blue ink)

☐ Bylaws, if applicable

☐ Articles of Incorporation, if applicable

Submit one (1) original and five (5) copies to:

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

Attention: Strategic Planning Consultant
XI. APPENDICES

All Appendices are included as separate attachments.