

**INTERMEDIARY FOR THE EARLY CARE  
AND EDUCATION POLICY AND  
ADVOCACY FUND**

**REQUEST FOR QUALIFICATIONS (RFQ)**

Los Angeles County Children and Families First –  
Proposition 10 Commission (aka First 5 LA)

RELEASE DATE: August 30, 2016

UPDATED: September 22, 2016

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**I. TIMELINE FOR SELECTION PROCESS<sup>1</sup>**

| ACTIVITY   | DATE   |
|--|--|
| RFQ Released   | August 30, 2016  |
| Informational Webinar  | September 6, 2016  |
| Final Date to Submit Questions and Requests for Additional Information | <del>September 12, 2016</del><br><b>September 30, 2016</b>   |
| Posting of Responses to Questions                                      | <del>September 16, 2016</del><br><b>October 4, 2016</b>      |
| Proposal Due   | <del>September 26, 2016</del><br><b>October 5, 2016</b>      |
| Interviews   | <del>October 10-14, 2016</del><br><b>October 17-19, 2016</b> |
| Contractor Selected  | October 21, 2016   |
| Board of Commissioners Approval  | November 10, 2016  |
| Contract Start Date  | November 14, 2016  |

All questions and requests for additional information regarding this RFQ must be received in writing by First 5 LA via email before 5 p.m. PT on ~~September 12, 2016~~ **September 30, 2016**. First 5 LA reserves the sole right to determine the timing and content of the responses to all questions and requests for additional information. First 5 LA may respond to individual inquiries and then post all replies by the posting date.

Questions and requests for additional information must be submitted in writing to:

Mabel Muñoz, Senior Program Officer  
E-mail: [mmunoz@first5la.org](mailto:mmunoz@first5la.org)

Potential applicants are strongly encouraged to participate in an Informational Webinar scheduled for September 6, 2016 from 12:30 pm to 1:30pm to learn more about this RFQ. Please register by following this link:

<https://attendee.gotowebinar.com/register/8270417989352303619>

<sup>1</sup> Note: Dates are subject to change at First 5 LA's sole discretion.

## II. BACKGROUND

### **First 5 LA — Giving Kids the Best Start**

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 an independent 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 improve the health, safety and school readiness of children prenatal to age 5. In partnership with others, First 5 LA strengthens families, communities and systems of services and supports so that all children in L.A. County enter kindergarten ready to succeed in school and life.

### **The First 5 LA Strategic Plan FY 2015-2020**

In November 2014, the First 5 LA Board of Commissioners unanimously approved the organization's 2015-2020 Strategic Plan, "Focusing on the Future" with the overarching goal of ensuring children enter kindergarten ready to succeed in school and life. The Strategic Plan lays out a clear path for First 5 LA to maximize its impact to strengthen families and improve outcomes for the greatest number of children prenatal to age 5 in L.A. County. In addition, the plan represents a significant shift in First 5 LA's grantmaking approach by increasing its emphasis on funding activities that promote systems change, collaboration and public policy. The following guidelines were developed to lead First 5 LA's future work.

- Focus on prevention
- Focus on policy and systems change
- Seek to have a broad impact, affecting large numbers of people
- Prioritize investments that strengthen families and, whenever possible, improve community capacity
- Prioritize the identification and scaling up of evidence-based practices
- Engage partners at the earliest possible stage of activity and investment

With these investment guidelines in mind, First 5 LA's Strategic Plan identifies four Outcome Areas where it can achieve broad, lasting impact affecting the greatest number of children prenatal to age 5 and their families: Families, Communities, Early Care and Education (ECE) Systems and Health-Related Systems. The priorities within these areas reflect the needs identified by families, community members and other key stakeholders engaged during the strategic planning process. Therefore, in response to community input and interests in ECE, First 5 LA seeks *increased access to high quality ECE* (ECE Systems Outcome). First 5 LA further defines the work within the ECE Systems Outcome by identifying two priority focus areas and three strategies.

- **ECE Focus Area 1:** Improved access to affordable, quality, sustainable ECE particularly among high-risk populations
  - *Strategy 1:* Advocate for greater public investment in quality ECE, with a focus on both infant and toddler care and preschool
- **ECE Focus Area 2:** Improved quality of ECE services through increased provider capacity
  - *Strategy 2:* Support implementation of uniform Quality Rating and Improvement System (QRIS) within L.A. County in order to build the evidence base to support advocacy and policy change
  - *Strategy 3:* Strengthen the professional development system for ECE providers

The strategies to reach the outcomes within the ECE Focus Area are connected and mutually reinforcing, providing a clear, focused path for First 5 LA. Together, the Investment Guidelines, ECE Systems Outcome, Focus Areas and Strategies guide the work described in this RFQ.

For more information about First 5 LA's 2015-2020 Strategic Plan, see:  
[http://www.first5la.org/postfiles/files/F5LA%20Strategic%20Plan\\_FINAL.pdf](http://www.first5la.org/postfiles/files/F5LA%20Strategic%20Plan_FINAL.pdf)

### III. PROJECT OVERVIEW

The Early Care and Education Policy and Advocacy Fund (Fund) is a multi-year initiative that reflects First 5 LA's understanding that access to affordable, quality early learning experiences is essential in ensuring all L.A. County children enter kindergarten ready to succeed in school and life. It also recognizes that broad public policy, advocacy and public funding support are critical to achieving First 5 LA's overarching goal. Therefore, the Fund will provide grants to policy and advocacy organizations working to advance:

- **ECE Focus Area 1**: Improved access to affordable, quality, sustainable ECE particularly among high-risk populations
  - *Strategy 1*: Advocate for greater public investment in quality ECE, with a focus on both infant and toddler care and preschool

The grants will consist of two categories: 1) partnership grants to approximately eight (8) state and local ECE advocacy organizations; and 2) grants to support emerging ECE public policy and advocacy-related projects. The second category of grants will be awarded as opportunities emerge. In addition to grantmaking, First 5 LA acknowledges this investment has the potential to contribute to the broader ECE advocacy field and expects that consistent and proactive monitoring, evaluation and learning will be a component of the Fund.

To implement the Fund, First 5 LA is seeking a Fund Intermediary to: 1) provide administrative coordination of the Fund including co-design of the Fund and the competitive grantee selection process; 2) coordinate capacity building, learning and information sharing; 3) track and assess progress towards the anticipated Fund outcomes; and 4) inform First 5 LA's efforts to build relationships with other funders/partners working to increase investments and policy changes in ECE.

While the primary goal of the Fund is to *improve access to affordable, quality, sustainable ECE particularly among high-risk populations* as stated in the Strategic Plan, First 5 LA anticipates that the Fund will work towards achieving the additional outcomes listed below. These will be refined and finalized in a collaborative process with the selected Fund Intermediary.

- Increase the number and quality of publicly funded early learning slots for infants, toddlers and preschoolers in L.A. County.
- Strengthen the state and local ECE advocacy field by improving capacity, effectiveness and stability of policy and advocacy organizations.
- Increase collaboration, partnerships and alignment of efforts among advocacy organizations working toward common ECE policy goals statewide and in L.A. County.
- Increase awareness of a common ECE policy agenda among policymakers, public and opinion leaders.
- Increase political and public will for ECE policy goals.
- Explore and advance opportunities to preserve and increase funding streams dedicated to ECE.

#### IV. SCOPE OF WORK

First 5 LA is seeking applications from qualified organizations to serve as the Fund Intermediary to accomplish four main objectives: 1) provide administrative coordination of the Fund including co-design of the Fund and the competitive grantee selection process; 2) coordinate capacity building, learning and information sharing; 3) track and assess progress towards the anticipated Fund outcomes (noted above); and 4) inform First 5 LA's efforts to build relationships with other funders/partners working to increase investments and policy changes in ECE. The selected contractor is expected to work in close collaboration with First 5 LA as a partner to co-develop, co-design and perform the key tasks outlined below. The Fund Intermediary may subcontract key tasks with First 5 LA approval. Depending on the needs identified at any time during the contract period, the tasks and activities may be modified or expanded. First 5 LA shall retain decision rights on all aspects of the Fund activities.

Overall, a successful Fund Intermediary will:

- Administer policy and advocacy grants to achieve the anticipated outcomes of the Fund stated in the Project Overview.
- Build and increase grantees' overall capacity to strengthen the state and local ECE advocacy field.
  - Strategically assess for continuous improvement and develop opportunities for collaboration and learning between policy and advocacy organizations.
- Coordinate learning among grantees to improve advocacy efforts and implementation of the Fund.
  - Monitor progress, identify issues, elevate lessons learned and raise opportunities for improvement.
- Serve as a resource to grantees and advisor to First 5 LA to ensure Fund activities result in new and stronger relationships among policymakers, funders and advocacy organizations.
  - Document how the Fund is contributing to the changes in the ECE policy landscape and share outcomes with local ECE partners in order to increase impact on policy.

|   |
|---|
| <b>Objective 1: Provide administrative coordination of the Fund</b> |
|---|

*Task 1: Policy and Advocacy Fund and Grantee Selection Co-Development Process*

The Fund Intermediary will co-design the Policy and Advocacy Fund and the grantee selection process in close collaboration with First 5 LA. Funding for the partnership grants to state and local ECE advocacy organizations will be released through a traditional competitive award process, and the Fund intermediary will work with First 5 LA to co-design a funding mechanism for emerging policy and advocacy activities. Other responsibilities within this task include working with First 5 LA staff to develop grant objectives, strategies, timelines and learning methods, review grant applications, select grantees and award grants.

*Task 2: Policy and Advocacy Fund Administration*

The Fund Intermediary will provide fiscal management of the Fund and oversee all grantee contracts. Responsibilities will include establishing policies and controls to administer grant funds, monitoring project implementation, overseeing budgetary and programmatic requirements. In addition, the Fund Intermediary will provide grantees with necessary technical assistance and coaching related to grant management, managing potential subcontracts and submitting First 5 LA's required reports.

*Task 3: Project Communication*

The Fund Intermediary will maintain open communication with First 5 LA throughout the contract period to inform all work. Responsibilities include establishing timelines for conference calls and in-person meetings to discuss progress made, issues and strategies to address challenges. Additional responsibilities include writing progress reports, meeting summaries and other documents that may benefit First 5 LA's understanding of the Fund's progress. The Fund Intermediary may also be expected to present and share the progress of the Fund with the First 5 LA Commission, and work with First 5 LA staff to publish lessons learned.

**Objective 2: Coordinate capacity building, learning and information sharing**

*Task 4: Training, Technical Assistance and Capacity Building*

The Fund Intermediary will develop and implement strategies to assess the needs of grantees and work with First 5 LA staff to prioritize and provide training, technical assistance and capacity building opportunities to help the Fund accomplish its goals. The Fund Intermediary may work with First 5 LA to select external experts or provide additional grants to accelerate grantees' capacity to achieve Fund goals. Additionally, the Fund Intermediary will facilitate knowledge sharing between grantees, as well as other ECE partners to increase opportunities for collaboration. Responsibilities will include consulting in one-to-one or small-group settings to support successful networking and learning experiences, convening meetings, managing meeting logistics, designing agendas and preparing meeting materials.

*Task 5: Sustainability and Leveraging Objectives*

The Fund is a time-limited initiative in which sustainability or leveraging considerations will depend on each individual grantee. Although the Fund Intermediary will not be responsible for grantee sustainability, the Fund Intermediary will be responsible for helping grantees understand the sustainability needs of their projects and develop plans for sustaining any advocacy work that may be necessary beyond the expiration of the Fund. The Fund Intermediary's responsibilities will include working with grantees to identify sustainability and leveraging objectives and continuously assessing how each grantee is progressing towards their goals. Individual plans may include, but will not be limited to, a funding landscape analysis and milestones for raising additional resources as necessary and appropriate.

**Objective 3: Track and assess progress towards the goals outlined under Project Overview as a result of the Fund**

*Task 6: Evaluation and Learning*

The Fund Intermediary will participate in ongoing evaluation and learning activities. Responsibilities will include co-developing, in partnership with First 5 LA and grantees, a learning agenda that incorporates monitoring, evaluation, learning activities, outcomes and measures of success. Given First 5 LA's focus on learning and improvement, findings from the learning activities will be shared on an ongoing basis and used to make changes to the initiative or evaluation design, as needed.

**Objective 4: Inform First 5 LA's efforts to build relationships with other funders/partners working to increase investments and policy changes in ECE**

*Task 7: Information Sharing and Lessons learned*

The Fund Intermediary will leverage and utilize the information and lessons learned from Fund implementation to inform First 5 LA's efforts to build new and stronger relationships with partners working towards the same goals. Responsibilities will include capturing lessons learned, raising

common grantee or policy issues, co-developing communication materials such as policy briefs, talking points and data analysis that would support First 5 LA's engagement with other partners.

## **V. ELIGIBILITY**

### **A. Intermediary Experience**

Applicants must have experience serving as an intermediary for a public or private philanthropic entity with demonstrated success. Past experience shall include developing, administering, monitoring and learning from grant programs with an emphasis on multi-year, multi-million dollar policy efforts. In addition, First 5 LA is seeking applicants who can serve as a neutral and trusted Fund Intermediary. ECE policy subject matter expertise is not required.

Please note: The organization selected to serve as the Fund Intermediary not eligible to apply or receive grants from the ECE Fund.

### **B. Location**

Applicants must have a physical presence in Los Angeles County and the capacity to work throughout L.A. County and Statewide, as needed.

## **VI. SUMMARY OF DESIRED QUALIFICATIONS**

Applicants for the Fund Intermediary RFQ should have the following qualifications:

- Experience executing the tasks listed in the Scope of Work section IV of this RFQ.
- Capacity and financial infrastructure to receive and distribute approximately \$2.5 million per year in grants on a timely basis.
- Experience developing and managing large scale initiatives, including solicitations and grant processes.
- Experience providing or coordinating technical assistance, capacity building and information sharing opportunities.
- Experience working with advocacy and/or public policy organizations.
- Demonstrated ability to build trust and positive working relationships among diverse organizations.
- Demonstrated ability to incorporate learning in grant initiatives.
- Knowledge of grants management best practices.

## **VII. TERMS OF PROJECT**

### **Contract Period**

The initial contract term is for a period of seven (7) months through June 30, 2017, with an estimated start date of November 14, 2016. The contract will renew annually at First 5 LA's sole discretion for a total project term of up to five (5) years, through 2021. The term of this contract includes time for program development, implementation and closeout. It is estimated that the Fund will award grants over the five-year contract period. The contract will be subject to annual review and renewal based on contractor performance and contingent upon approval by the First 5 LA Board of Commissioners. Annual contracts with First 5 LA will coincide with First 5 LA's fiscal year (July 1 through June 30).

This will be a Cost-Reimbursement agreement. Payment for the administration of the Fund will be reimbursed through monthly or quarterly invoices based on services rendered and actual expenses incurred. Funds for grants may be advanced to the Fund Intermediary with the terms and conditions finalized during the contract negotiation.

### **Available Funding**

This is a multi-year grant initiative with an estimated budget of up to \$15 million over five (5) years. Funding for the initial contract term in FY 2016-2017 is not to exceed \$3 million. Of the total available funding for the first year of the contract, approximately \$2.5 million will be used for grants and up to \$500,000 for fund development, administration, coordination, learning, technical assistance and information sharing activities. The estimated available funding for the two categories of grants is as follows: partnership grants to policy and advocacy organizations is \$2 million; and grants to support emerging advocacy projects is \$500,000. The administration and coordination budget of up to \$500,000 reflects all costs associated with the tasks outlined in the Scope of Work section including funding reserved for capacity building and technical assistance activities that may be identified during the Fund implementation. The final budget will be negotiated with the selected contractor and subject to approval by the First 5 LA Board of Commissioners. It is expected that applicants' budgets will be clearly justified and appropriate to the work proposed in the Budget Form (Appendix B) and Budget Narrative Sample (Appendix C).

## **VIII. APPLICATION & REQUIRED DOCUMENTS**

Applicants must submit the following required documents through the online application system in order to be eligible for this RFQ. All narrative sections should be single-spaced, 11 point font with 1" margins (Appendix E—Application Checklist is available to assist in application completion).

1. **Online Application**
2. **Narrative Application:** Up to a fifteen (15) page narrative that includes the following requested information.

#### **Prior Work**

- a. A narrative of the applicant's qualifications and experience that demonstrates that applicant is a suitable candidate for the Fund Intermediary. Describe and provide examples to demonstrate the applicant's qualifications as listed in Section VI of this RFQ. The examples should include a brief overview of relevant previous project(s) including project goals and outcomes demonstrating applicant's knowledge, experience and capacity to receive and distribute funds from a public or private philanthropic entity and execute the tasks listed in Section IV of this RFQ.
  - i. Applicants may attach sample work from previous projects (no page limit for samples)

#### **Project Approach:**

- a. A narrative describing the project approach for the life of the project (through 2021), including: co-design of the Fund and competitive grantee selection process; administration of the Fund; capacity building;

information sharing; facilitation of learning; and tasks listed in Section IV of the is RFQ.

- b. A high level scope of work that includes timeline of activities and budget for the proposed activities for the life of the project (through 2021).

**3. Scope of Work (Appendix A)**

In addition to the high level scope of work (Narrative Application Section), use Appendix A, Scope of Work (SOW), to describe in detail the objectives and related key activities based on your response in the Narrative Application for the execution of the first year of this project through June 30, 2017. This SOW is for proposal scoring purposes and may serve as the starting point for the final contract. The final SOW will be negotiated with First 5 LA upon selection of the final contractor.

**4. Budget (Appendix B)**

Using Appendix D, Budget Instructions, submit an itemized budget that details expenses for the proposed activities to complete the performance objectives outlined in your Scope of Work. The Budget Form may be expanded to provide additional line items or space for clarification. Identify costs through June 30, 2017 and the percentage of time personnel will be assigned to the Project including the rate of pay. Identify and provide a general description of all other non-personnel costs (e.g., 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.

5. **Budget Narrative (Appendix C):** Provide a Budget Narrative describing each of the line items in the Budget Form.

6. **Résumés or Curricula Vitae:** Include résumés or curricula vitae for all proposed personnel to be employed. Résumés will be used to assess experience in policy, administrative or consultative roles carrying out the services for clients similar to First 5 LA.

7. **Client References (Appendix F):** Names and contact information for at least three (3) references from current and/or former clients. The applicant may not name a First 5 LA staff member or Commissioner as a reference. See Appendix F for an example of a Client Reference Form.

8. **Most current independent audited financial statement or financial statement prepared by a Certified Public Accountant.**

9. **Litigation and Contract Compliance Form (Appendix G):** Please read the information on the required Litigation and Contract Compliance form thoroughly and include a signed copy by the proposal deadline. If you checked “Yes” to any of the questions on this form, please explain whether this will impact the project on this solicitation. Omission of the form will constitute an incomplete proposal and may be grounds for disqualification.

Failure to submit all required attachments will constitute an incomplete proposal and may be grounds for disqualification. Applicants are responsible for any errors omissions in their proposals and applications. In order to respond to this RFQ, please complete and submit your proposal and all

required documents to First 5 LA no later than 5 p.m. PT on ~~September 26, 2016~~ **October 5, 2016**. Proposals received after this deadline **will not** be considered. It is the responsibility of the applicant to ensure, prior to submission, that its proposal reflects the requirements of this solicitation.

## **IX. SELECTION PROCESS AND REVIEW CRITERIA**

First 5 LA will review candidates based on the multi-stage review process detailed below. Proposal must score satisfactorily in each level of review, as applicable.

### Level 1 Application Review:

First 5 LA will evaluate all proposals for completeness and minimum requirements. Basic requirements include: timely receipt of proposal, submittal of all required attachments and adherence to eligibility requirements. Proposals with omissions of any required documentation are subject to disqualification.

First 5 LA will also conduct a due diligence review which includes a review of the Litigation and Contract Compliance form and a review of whether the applicant (that are current and former contractors, grantees and vendors) currently remains placed in non-compliant status by First 5 LA under any existing and past agreement with First 5 LA.

### Level 2 Financial Review:

The First 5 LA Finance Department will review a copy of audited financials or statements prepared by an independent auditor to ensure the financial capacity of applicants. As a public entity, First 5 LA has a responsibility to the public to ensure that the organizations that receive the funds are financially capable of providing the contracted services. The selected contractor shall have the financial infrastructure to receive and distribute approximately \$2.5 million in grants per year for the next five (5) years. Further written materials regarding the financial stability of the agency may be requested during or prior to the review. Proposals that pass Level 2 Financial Review will proceed to next level of review.

### Level 3 Internal Review:

Applicants that pass Level 2 Financial Review will proceed to Level 3 Internal Review. Internal reviewers with expertise in the field will review and score proposals. Internal reviewers will score applications using the review tool listed as Appendix H and sign a Conflict-of-Interest form. The highest scoring applicants will proceed to the Level 4 Interview.

### Level 4 Interview:

Highly scoring proposals from Level 3 Review will proceed to the Level 4 Interview. Only key personnel on the proposed RFQ must attend the interview. Interviews will be held on dates shown in the RFQ Timeline. These dates are subject to change at First 5 LA's sole discretion. Further written materials may be requested prior to or after the interview. First 5 LA reserves the right to schedule additional interviews/meetings and/or to contact references following the interview. If references are contacted, information obtained will complement the results of the interview. The most suitable applicant based on the Level 4 Interview will be recommended to First 5 LA's Board of Commissioners for award of the contract.

## **X. TERMS OF THE RFQ**

First 5 LA reserves the right to reject all proposals and re-solicit for proposals. Failure to comply with proposal specifications shall be grounds for disqualification of proposals. Each proposer shall be required to honor the price and specifications quoted for a minimum of sixty (60) calendar days following submission of the proposal. First 5 LA also reserves the right to cancel this RFQ, in its sole discretion, at any time before execution of a contract.

First 5 LA shall not be liable for any costs incurred in connection with a proposer's preparation of a proposal in response to this RFQ. Any cover letters, résumés and curriculum vitae, including attached materials, submitted in response to this RFQ shall become First 5 LA's property and subject to public disclosure.

Each proposal shall be retained for official files and will become public record upon submission unless the proposal or specific parts of the proposal can be shown to be exempt from disclosure by law. The budget, scope of work and other contractual information may be included in board materials which are made public if the contract requires board approval. Each proposer may clearly label parts of a proposal as "CONFIDENTIAL" if the proposer thereby agrees to indemnify and defend First 5 LA for honoring such a designation. The failure to so label any information that is released by First 5 LA shall constitute a complete waiver of all claims for damages caused by any release of the information. If a public records request for information labeled confidential is received by First 5 LA, First 5 LA will notify the proposer of the request. Within seven (7) calendar days after First 5 LA's notification to the proposer, it will be the proposer's duty to act in protection of the labeled information. The proposer's failure to so act shall constitute a complete waiver.

The proposer agrees that, by submitting application proposal, the proposer authorizes First 5 LA to verify any or all information and/or references submitted in the proposal.

## **XI. CONTRACTUAL CONSIDERATIONS**

The successful proposer must sign and adhere to the provisions of the First 5 LA Contract (see Sample Contract - Appendix I). The successful proposer must execute the Contract without substantive alteration. All proposers must review the sample Contract in detail and fully understand the contractual obligations described in the Contract, including all insurance requirements.

Current and former First 5 LA grantees, contractors and vendors must be in good standing and compliant with all aspects of current and former agreements with First 5 LA in order to be eligible to respond to this RFQ. First 5 LA may deem a proposer ineligible to respond to this RFQ if it finds, in its sole discretion, that the proposer has done any of the following: (1) violated any term or condition of a First 5 LA agreement; (2) committed any act or omission, or engaged in a pattern or practice, that negatively reflects on the proposer's quality, fitness or capacity to perform services listed in this RFQ; (3) committed an act or offense that indicates a lack of business integrity or business dishonesty; or (4) made or submitted a false claim against First 5 LA or any other public entity.

First 5 LA may, after contract award, amend the awarded contract, scope of work and any other exhibits in accordance with the terms of the contract and as needed throughout the contract term to best meet the needs of First 5 LA.

The award of a contract by First 5 LA to an agency/organization that proposes to use subcontractors for the performance of work under the contract resulting from this RFQ process shall not limit First 5 LA's right to approve subcontractors, assemble teams and/or assign leads. Each proposer 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 First 5 LA.

If the awarded contract is not signed prior to the intended start date, the commencement of any activities under the contract's Scope of Work/Performance Matrix (Exhibit A) will not begin until the contract execution date (the date all parties have signed and delivered the contract) and the successful proposer will not be eligible to obtain reimbursement for any costs incurred prior to the contract execution date, unless otherwise approved in writing by First 5 LA. If the awarded contract is not signed by the successful proposer within thirty (30) calendar days from the proposed intended start date, First 5 LA may withdraw the contract award. First 5 LA may revise the proposed effective date prior to final execution of the awarded contract.

If the value of the contract is \$75,000 or more in the aggregate in any fiscal year, the award and execution of the contract is subject to First 5 LA's Board approval. Any performance of services commenced prior to obtaining all written approvals by First 5 LA shall be considered voluntary.

Unless otherwise submitted during the RFQ process, the successful proposer will be required to submit additional required documentation including, but not limited to, the following documents before the awarded contract can be fully executed:

- Litigation and Contract Compliance Form
- By-laws (if applicable)
- Articles of Incorporation (if applicable)
- Board of Directors or List of Partners (as applicable)
- Signature Authorization Form
- Annual Independent Audit for prior fiscal year or calendar year (if applicable)
- Appropriate business licenses (for vendors or private organizations)
- IRS Determination Letter for non-profit status (if applicable)
- Completed IRS Form W-9
- Memorandums of Understanding and Subcontracts (for any sub-contractors, collaborators, and/or partners)
- Certificates of Insurance for all insurance requirements outlined in the sample Contract.

## **XII. APPEALS POLICY**

First 5 LA reserves the right, without prejudice, to reject any or all submitted proposals. 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 this RFQ. Appeals challenging First 5 LA's decision on the merits or qualifications of 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, or his or her designee, 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>.

## **XIII. APPENDICES**

- Appendix A – Scope of Work
- Appendix B – Budget Form
- Appendix C – Budget Narrative Sample
- Appendix D – Budget Instructions

- Appendix E – Application Checklist
- Appendix F – Client Reference Form
- Appendix G – Litigation and Contract Compliance Form
- Appendix H – Review Tool
- Appendix I – Sample Contract