

## REQUEST FOR QUALIFICATIONS

**Prequalification of Consultants for potential contract awards in the following service areas: Program and Strategic Plan Development; Organizational Growth and Change Management; Evaluation Design and Implementation; Communications Strategy Development and Implementation; Stakeholder Outreach, Engagement, and Facilitation Services for System Change/Design; Data, Records, and Information Management; Translation and Interpretation Services; Human Resources and Compliance; and Financial Analysis and Fiscal Policy Development**

### **APPLICATIONS DEADLINE: APPLICATIONS ACCEPTED ON A ROLLING BASIS**

#### **General Application Information:**

1. To be considered, an application must contain all information required in this RFQ.
2. Questions regarding this RFQ and completed applications (attached as PDFs) should be emailed to **RFP-RFQ@first5alameda.org**.
3. Faxed or mailed applications will not be accepted.
4. Applications will be processed on a rolling basis. Submission of an application does not guarantee a contract award. First 5 Alameda County reserves its authority to reject an application in its sole discretion.



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## SECTION 1: INTRODUCTION

This Request For Qualifications (**RFQ**) is issued by First 5 Alameda County (**First 5**). The organization's work is to fund, partner, administer, and advocate to create the conditions needed for all children in Alameda County to have optimal health, development, and well-being to reach their greatest potential. First 5 is an independent government agency established in 1998 through funding from Proposition 10 tobacco tax revenue. Since inception, we have worked collaboratively with local systems to provide families with young children tools and information they need to thrive. First 5 helps build a better future for young children through a broad network of community organizations, support for families and early childhood education (**ECE**) providers, community investments, and data collection for action and advocacy.

With this RFQ First 5 is seeking applications from external consultants (firms and individuals) for admission to a prequalified pool of providers (the **Pool**) to which First 5 may in its sole discretion award contracts for projects (each a **Project**; together, the **Projects**) in one or more of the following service areas (each, a **Service Area**; together, the **Service Areas**):

1. Program and Strategic Plan Development
2. Organizational Growth and Change Management
3. Evaluation Design and Implementation
4. Communications Strategy Development and Implementation
5. Stakeholder Outreach, Engagement, and Facilitation Services for System Change/Design
6. Data, Records, and Information Management
7. Translation and Interpretation Services
8. Human Resources and Compliance
9. Financial Analysis and Fiscal Policy Development

Applicants should carefully review this RFQ for scope of work, application instructions, and the criteria for inclusion, in First 5's sole discretion, in the



Pool of potential providers. Inclusion in the Pool does not guarantee a contract award.

Applicants may be asked to respond to additional screening processes prior to being eligible to receive a First 5 contract award. This RFQ does not limit or waive First 5's right, in its sole discretion, to solicit and award contracts to consultants not in the Pool, whether for projects in one or more of the Service Areas or otherwise, and to decline to award a contract to an applicant or applicants.

## **SECTION 2: BACKGROUND**

First 5 was created by voters in 1998 through the passage of California's Proposition 10, to *facilitate the creation and implementation of an integrated, comprehensive, and collaborative system of information and services to enhance optimal early childhood development and to ensure that children are ready to enter school.* First 5 Alameda County has a real opportunity to realize this vision through new local funding, and we are leaning into building a robust, equity-centered, community-driven early childhood system of care.

Our "North Star" is that all children are ready for kindergarten; our work is to ensure that policies, systems, communities, and schools support families and children by creating the conditions that position all for success. First 5 employs a systems change approach—rooted in a Place, People, Policy framework—to advance policies and community conditions so that families and children can thrive. [Click here](#) to see First 5's current Strategic Plan.

With the infusion of new local resources and the strategic leveraging of federal and state funding, this moment presents a rare and invaluable opportunity for our agency to strengthen and evolve the local early childhood system—ensuring it is responsive to the needs of the County's children, families, and communities.

## **SECTION 3: FUNDING, TIMELINE, AND RENEWALS**

Applicants will not be compensated for costs incurred to respond to this RFQ. Consultants admitted to the Pool are not guaranteed a First 5 contract award



even though they will be prequalified with the agency to deliver projects in one or more Service Areas. First 5 will make funds for Projects available only on an as-needed basis and only after contract awards are approved by the First 5 Commission.

Contract awards for Projects may be project-based, annual, or for multiple years. The specific length, activities, budget, and deliverables for a contract awarded to a prequalified consultant identified through this RFQ may be negotiated.

If awarded a contract after being admitted to the Pool, a consultant's key staff assigned to the Project(s) to be delivered will meet with responsible First 5 staff to receive an agency overview and orientation. First 5 will provide on-going Project oversight.

The renewal of a Project contract and the award amount for any such renewal are subject to First 5 staff review and approval of the Project, a negotiated agreement between First 5 and the consultant of the scope of work to be performed next, and continued availability of Project funds. Funding renewals and the amount of funds allocated to renewed Projects are at First 5's sole discretion.

## **SECTION 4: ELIGIBILITY AND APPLICATION INSTRUCTIONS**

### **Eligibility**

A consultant seeking Service Area(s) prequalification and admission to the Pool must demonstrate:

- A minimum of five (5) years of relevant experience providing one or more deliverables in each Service Area in which prequalification is sought; and
- Familiarity and experience with the program areas outlined in First 5's Strategic Plan and/or experience working with populations and communities in Alameda County is also strongly desired.

If travel is a component of a Project an applicant anticipates delivering to First 5 if admitted to the Pool and awarded a contract, the applicant must provide First 5 with proof of automobile insurance coverage.

If First 5 awards a contract to a consultant admitted to the Pool, the consultant will be required to: (a) provide proof of general liability, and if the consultant will use employees to complete the project then also workers' compensation, insurance coverage in an amount equal to at least \$1,000,000 per occurrence; and (b) add First 5 as an additional insured. Insurance areas and coverage levels are subject to change based on Project requirements.

### **Application Instructions**

Applications must be: (a) submitted by email (as attached PDFs); (b) no more than five (5) pages (excluding references and explanations of expected costs); and (c) typed in 12-point font.

Applicants should specify in their applications the language(s) in which their key staff are fluent, including spoken and/or written proficiency levels, as necessary for any Project they may undertake in a Service Area.

A consultant applying for prequalification in multiple Service Areas should submit only one application addressing each such Service Area separately and clearly.

For each Service Area in which an applicant seeks prequalification and Pool admission, the application must contain the following information:

#### **1. Qualifications and experience**

- Describe the applicant's qualifications and experience to successfully fulfill the Service Area obligations.

#### **2. Prior project experience**

- Describe the applicant's prior experience(s) within the Service Area, including the roles of key staff that delivered work product.
- Identify any anticipated challenges and potential solutions for addressing them.

### **3. Firm and staffing**

- Identify and describe the qualifications of key proposed staff for assignment to one or more Project(s) contemplated by the applicant in the Service Area.
- Include staff resumes as attachments to the application. Attached resumes do not count toward the application page limit.
- For each Project contemplated by the applicant within the Service Area, identify the estimated hourly rate and benefits of each staff member the applicant anticipates assigning to the Project along with any other anticipated costs if applicable.

### **4. Client references**

- Provide three to five (3-5) references, with contact information, from clients familiar with the applicant's work product in the Service Area, along with a brief description of work product completed for those clients.
- The list of references will not count toward the application page limit.

## **SECTION 5: ADDITIONAL SELECTION CRITERIA AND SELECTION PROCESS**

### **Additional Selection Criteria**

First 5 will also take the following into account in evaluating applications:

#### **1. Applicable experience**

- The extent to which the applicant demonstrates a depth of relevant experience in the identified Service Area(s).

#### **2. Applicable approach**

- The extent to which the applicant describes an approach to the development of requirements in the identified Service Area(s).

### **3. Demonstration of understanding**

- The extent to which the applicant communicates an understanding of the mandate of public agency initiatives connected to the identified Service Area(s) and the unique requirements of First 5.

### **4. Fit with First 5**

- The degree to which the applicant's approach and values are consistent with those of First 5 and its equity-centered approach to systems change.

### **5. Staff qualifications**

- The extent to which the proposed staff anticipated for a Project demonstrates a depth of relevant experience in the identified Service Area(s) and fluency in any language(s) necessary to accomplish the Project.

### **Selection Process**

All applications will be reviewed by a committee composed of internal staff and potentially external stakeholders. Consultants selected for the second phase of the application process may be invited for an interview and/or to submit additional requested materials. References may be contacted. Submission of an application for Pool admission does not guarantee a response from First 5.

### **SECTION 6: SCOPE OF WORK (SERVICE AREAS)**

To tackle a comprehensive range of Projects, First 5 may in its sole discretion contract with external consultants to leverage their knowledge, experience, and/or staffing capacities. With this RFQ, First 5 is soliciting applications from firms and individuals to create a list of prequalified consultants (i.e., the Pool) with which First 5 may then contract expeditiously for delivery of Project(s) in one or more Service Areas.

The Service Areas are described below in general terms only because First 5 has not yet identified the actual Projects. Once the actual Projects are defined, First 5 anticipates that activities to deliver them will vary in size and

complexity. The actual Projects may require knowledge and/or skills not listed below or only some of the identified knowledge and/or skills.

An applicant responding to this RFQ may apply for Pool admission and be prequalified with First 5 to deliver Projects in more than one Service Area. A RFQ applicant seeking to prequalify in multiple Service Areas should submit only one application identifying clearly and separately the consultant's qualifications in each of the identified Service Areas.

Inherent in each Service Area is the requirement that consultants be able to produce high-quality strategic, analytic written content, including without limitation reports, presentations, and briefs, to support planning, decision making, policy making, and program design.

In addition to any specific expertise a Service Area may require, to be admitted to the Pool a consultant may also need to have: (a) specialized knowledge in relevant topics, including but not limited to child development, child health, child welfare, early childhood education, and/or school readiness; and/or (b) experience with equity-centered systems design, systems building across multiple sectors and service modalities, policy advocacy and strategy development, and/or operationalization of programs within the context of intersectionality and systems building.

### **Program and Strategic Plan Development**

Consultants pre-qualified to work in this Service Area may be asked to assist in planning and development activities, including without limitation project management/implementation support, at the program, organizational, and systems levels. Products of these activities may include initiative designs, organizational strategic plans, reporting and presenting on program activities and performance metrics, partner qualifications, metric measurement strategies, and outcome specifications. Consultants may be required to identify conditions needed to support initiative and/or strategic plan success.

A consultant applying for prequalification in this Service Area should describe in its application for Pool admission its ability to:

- Provide detailed implementation plans, including objectives, milestones, timelines, and roles
- Provide facilitation to resolve challenges and maintain project alignment
- Identify workflow improvements

Projects requested by First 5 in this Service Area may include, but are not limited to:

### **1. Needs assessment**

- Design processes to gather key data using primary and secondary sources
- Interview stakeholders and key informants in individual or group settings
- Conduct research and collect and analyze key data from primary and secondary sources using quantitative and qualitative techniques
- Synthesize core issues for consideration in plan development and decision making
- Design coherent presentation of findings and recommendations

### **2. Strategy and program development**

- Develop core strategic systems and programmatic responses to issues identified by First 5 or in response to a needs assessment
- Conduct and facilitate ongoing interactions with key stakeholders both individually and in groups
- Build consensus among diverse stakeholders with varied interests to identify prioritized approaches
- Design and develop change or program models at multiple levels of complex systems initiatives
- Recommend performance measures and measurement systems from models
- Review evidence based/best practice approaches for consideration

- Identify staffing structures, requirements, and capacity building/Technical Assistance (TA) support necessary for high quality implementation

### **3. General project management**

- Collaborate and coordinate with First 5 staff on activity planning and implementation
- Collect, synthesize, analyze, and present data
- Contract and partner with third parties to leverage specialized knowledge and/or skills
- Facilitate and record meetings
- Produce materials and graphics designs
- Write reports and present recommendations

### **4. Produce planning documents and materials**

- Craft, draft, and produce strategic planning documents, including without limitation plans, memos, and briefs

## **Organizational Growth and Change Management**

Consultants pre-qualified to work in this Service Area may be asked to assist in change management at the organizational level.

Projects requested by First 5 in this Service Area may include, but are not limited to:

### **1. Strategy development**

- Design and implement a comprehensive organizational growth and/or change management strategy tailored to organizational goals and initiatives
- Conduct assessments to evaluate the organization's preparedness and/or progress

### **2. Stakeholder engagement and communication**

- Identify and map key stakeholders

- Develop and execute a communication plan to ensure alignment, buy-in, and transparency

### **3. Leadership alignment and support**

- Facilitate workshops and/or coaching sessions to align leadership
- Provide leadership with tools and training

### **4. Employee engagement and training**

- Create strategies to engage employees
- Design and deliver training programs to build new skills and competencies

### **5. Implementation support**

- Provide hands-on assistance in implementing new processes, systems, and/or organizational structures

### **6. Cultural transformation**

- Assess current organizational culture and identifying shifts needed to support strategic objectives
- Design and execute initiatives to embed new cultural values and behaviors

### **7. Performance and process optimization**

- Identify inefficiencies or barriers and recommend improvements
- Support processes design and/or change to align with organizational goals

### **8. Monitoring, feedback, and sustainability**

- Develop metrics to monitor the success of initiatives and projects
- Establish feedback loops to identify issues and ensure continuous improvement

### **9. Crisis management and rapid response change**

- Provide change management support during unexpected disruptions or crises

- Facilitate swift adaptation to meet emergent needs

### **Evaluation Design and Implementation**

Consultants prequalified in this Service Area may assist First 5 in the design and implementation of key research and evaluation Projects for funded programs and/or initiatives, including without limitation study sampling and design (such as participatory processes/human centered design), outreach and recruitment strategies, data collection, data analysis, and reporting. Consultants must be able to:

- Implement a wide array of research and evaluation methodologies, including consideration of cultural/linguistic competency/sensitivity needs of sub-populations
- Assess impacts of funded activities
- Identify factors contributing to and/or impeding success
- Develop recommendations for program and policy improvements based on findings
- Produce evaluation products supporting decision making and policy advocacy for various audiences, including decision makers, policy makers, and partners in the field

First 5 may ask consultants to present findings and recommendations in multiple formats—e.g., presentations, written reports, and/or webpages.

Projects requested by First 5 in this Service Area may include, but are not limited to:

#### **1. Research and evaluation planning and design**

- Develop equity driven sampling and recruitment strategies
- Conduct key informant interviews, focus groups, and/or surveys
- Review academic literature
- Identify strategies for understanding and planning for potential barriers for reaching target populations
- Develop research questions and/or measurable outcomes and appropriate methodologies

- Identify and implement human centered design and participatory elements to include community engagement/stakeholder voice/equity lens in the research and evaluation process
- Prepare return on investment/costs analyses
- Create recommended study/evaluation plan

## **2. Measurement tool development (e.g., survey development)**

- Review, synthesize, and compile reliable and valid tools already in use in the field, including without limitation a summary of strengths and weaknesses of existing tools
- Design data collection tools and protocols, including without limitation surveys, questionnaires, focus groups, interview questions, and/or observational assessments
- Develop administration protocols and procedures and/or provide assistance in administering data collection tools
- Collect, extract, validate, merge, and analyze data from multiple sources for analysis and presentation

## **3. Data analysis**

- Develop and monitor dashboards to track data collection activities
- Conduct data cleaning and data manipulation strategies
- Analyze and interpret qualitative and quantitative data
- Develop written materials to communicate findings
- Utilize data visualization techniques to enhance understanding of complex data and findings

## **4. Technical assistance to staff and partners**

- Design and implement research and evaluation training models
- Provide on-site support with data collection protocols
- Implement data visualization techniques and make recommendations for dissemination of results and key findings

## **5. General project management**

- Collaborate and coordinate with First 5 staff on Projects planning and implementation
- Collect, synthesize, analyze, and present data
- Contract and partner with third parties to leverage specialized knowledge, methods, and/or skills
- Facilitate, take notes, and record meetings
- Produce materials and graphic designs
- Write reports and present recommendations

### **Communications Strategy Development and Implementation**

Consultants pre-qualified in this Service Area may be requested to assist First 5 in the development and implementation of communications strategies and/or materials. Consultants may be requested to demonstrate experience partnering with government entities and/or non-profits serving young children.

Projects requested by First 5 in this Service Area may include, but are not limited to:

#### **1. Communications strategy development**

- Craft strategy and approach for communication deliverables, products, and supports from concept to dissemination plan
- Interview stakeholders and key informants in individual or group settings
- Develop messaging and framing and plan a messaging campaign
- Develop branding and identity for the Service Area and related Projects

#### **2. Communications strategy implementation**

- Develop collateral materials
- Consult for social media implementation and develop social media content, including graphics
- Develop and maintain a website

- Develop communications channel activities
- Develop content and strategic communications such as emails, reports, briefs, presentations, and talking points
- Develop media/press strategies, plan media events, craft press releases and talking points, and conduct events outreach
- Provide media training and/or coaching

### **3. General project management**

- Collaborate and coordinate with First 5 staff on Projects planning and implementation
- Collect, synthesize, analyze, and present data
- Contract and partner with third parties to leverage specialized knowledge and/or skills
- Facilitate and record meetings
- Produce materials and graphic designs
- Write reports and present recommendations

### **Stakeholder Outreach, Engagement, and Facilitation Services for System Change/Design**

Consultants prequalified in this Service Area may be asked to assist First 5 in stakeholder engagement to effect systems design and change. These Projects may involve multiple stakeholder representatives within government departments, non-profit agencies, advocates at individual and agency levels, and others. Among others, the systems examined may include community-based processes, Alameda County-level systems of care, and intra/inter-agency and government processes.

Applicants must have:

- Experience, knowledge, and techniques to define and implement processes facilitating group efforts to create enduring agreements for approaches, solutions, and implementation roles to solve community-based, system, and inter/intra organizational level problems

- Experience, knowledge, and techniques for participatory facilitation, consensus building, conflict resolution, and other meeting facilitation and presentation techniques
- Ability to design and implement processes incorporating social justice and equity framework approaches into systems design
- Understanding of local political and cultural contexts and expertise in engaging and building consensus among diverse partners

Projects requested by First 5 in this Service Area may include, but are not limited to:

### **1. Coordination of stakeholder outreach and engagement and services facilitation for systems change and/or design**

- Analyze systems to identify key organizational and individual stakeholders
- Create approaches to motivate engagement and agreement for initial and ongoing participation

### **2. Process design**

- Identify and articulate problem statements
- Design a meeting plan approach to resolve problem statements

### **3. Meeting facilitation**

- Design agendas for productive meetings that support genuine participation, engagement, and decision making
- Use facilitation techniques that support participation, engagement, and decision making such as consensus building and conflict resolution approaches
- Utilize informational and inter-personal technologies and techniques to support meetings participation, engagement, and decision making
- Record and present meetings results and decisions

### **4. General project management**

- Collaborate and coordinate with First 5 staff on activity planning and implementation

- Collect, synthesize, analyze, and present data
- Contract and partner with third parties to leverage specialized knowledge and/or skills
- Facilitate and record meetings
- Produce materials and graphic designs
- Write reports and present recommendations

### **Data, Records, and Information Management**

First 5 supports several applications and databases that are managed internally. Consultants prequalified in this Service Area may be requested to assist First 5 in utilizing additional applications and/or creating improvements and efficiencies in the ways data is collected, accessed, and/or integrated from multiple sources to support data-driven decision making. This work may include researching new solutions available in the data science field, developing and testing strategies for integration across data systems, and/or making database enhancements.

Consultants should:

- Have a high level of expertise in various data management technologies
- Be comfortable working across multiple complex data sets and systems
- Be able to think and plan beyond traditional data processing solutions
- Enjoy database development
- Have experience building consensus and buy-in across key stakeholders

High-level expertise and experience working with confidential/sensitive data is also desired.

Projects requested by First 5 in this Service Area may include, but are not limited to:

#### **1. Research and planning**

- Understand data and functionality needs

- Review and assess existing data systems
- Identify and analyze technology options to improve efficiencies and integration across data systems
- Identify and analyze data security options

## **2. Design and application**

- Create preliminary designs addressing functionality needs for improved efficiencies and data integration
- Provide assurances around security and confidentiality
- Test and refine proposed designs
- Support scalability of proposed designs
- Support user application and ongoing maintenance

## **3. General project management**

- Collaborate and coordinate with First 5 staff on activity planning and implementation
- Collect, synthesize, analyze, and present data
- Contract and partner with third parties to leverage specialized knowledge and/or skills
- Facilitate and record meetings
- Produce materials and graphic designs
- Write reports and present recommendations

### **Translation and Interpretation Services**

Consultants pre-qualified in this Service Area may be asked to provide both written translations and oral interpretation services, including without limitation in one or more of the following languages: Spanish, Traditional Chinese (Cantonese), Vietnamese, Farsi, Cambodian, Tagalog, Mam, Arabic, Hindi, Farsi, ASL.

Consultants must have established quality assurance processes to ensure accuracy, consistency, and cultural appropriateness of all translations and interpretations. Additionally, consultants should provide version tracking to maintain document integrity over time. In some cases, consultants may be

required to collaborate with media partners to ensure translated materials are properly integrated into graphic design templates and layouts.

Professional certifications are not required, but they do demonstrate a strong commitment to excellence and skill in the field. As such, First 5 encourages applicants with professional certifications in translation or interpretation to identify those in their applications.

Projects requested by First 5 in this Service Area may include, but are not limited to:

### **1. Translation support**

- Translate printed materials from English into designated languages
- Translate from printed and oral non-English sources into written English
- Adapt translations for cultural appropriateness, ensuring the meaning is conveyed effectively rather than providing a direct, word-for-word translation
- Implement quality assurance processes, including proofreading and review by native-speaking language professionals
- Deliver final translated materials in a manipulatable electronic format, as specified by First 5
- Work with media and design partners to integrate translated content into graphic design templates and layouts for publication

### **2. Interpretation services**

- Provide professional interpretation services for meetings, presentations, and community events, both in-person and virtually
- Offer simultaneous and consecutive interpretation, depending on the needs of the event or meeting
- Utilize interpretation technology as needed, including virtual meeting platforms with multilingual capabilities
- Ensure interpreters are trained in subject-matter terminology relevant to First 5's work, such as early childhood education, healthcare, and social services

## **Human Resources and Compliance**

Consultants pre-qualified in this Service Area may be asked to assist First 5 in strengthening its human resources and compliance functions.

Projects requested by First 5 in this Service Area may include, but are not limited to:

### **1. Staff training & development**

- Design and deliver training programs on leadership, conflict resolution, diversity and inclusion, performance management, compliance, and other key topics.
- Assess training needs and recommend tailored learning solutions.
- Develop resources, toolkits, and knowledge-sharing platforms to support continuous learning.

### **2. Recruitment & talent acquisition**

- Develop and implement effective recruitment strategies.
- Assist in job description creation, candidate assessment, and interview processes.
- Recommend best practices for onboarding, retention, and succession planning.

### **3. Performance management & employee engagement**

- Develop and implement performance evaluation frameworks to enhance employee accountability and development.
- Provide recommendations for improving employee engagement, motivation, and workplace culture.

### **4. Diversity, equity, inclusion, and belonging (DEIB) initiatives**

- Support the development and implementation of DEIB strategies to foster an inclusive workplace.
- Provide DEIB training and facilitate discussions on unconscious bias, inclusive leadership, and equitable hiring practices.

- Assist in developing metrics and accountability measures to track DEIB progress.

## **5. Policy & compliance**

- Assist in drafting, reviewing, and updating policies to align with legal and regulatory requirements.
- Provide guidance to agency staff with implementation of policies and standard operating procedures.

## **6. Regulatory compliance & risk assessment**

- Conduct comprehensive audits to assess compliance with local, state, and federal regulations, including labor laws, workplace safety, and industry-specific standards.
- Identify potential risks and gaps in compliance and provide actionable recommendations for mitigation.
- Develop compliance monitoring and tracking frameworks to ensure ongoing adherence to policies.

## **Financial Analysis and Fiscal Policy**

Consultants pre-qualified in this Service Area may be asked to assist First 5 in enhancing strategic fiscal planning.

Projects requested by First 5 in this Service Area may include, but are not limited to:

### **1. Financial planning & analysis**

- Conduct financial analyses, including cash flow forecasting, budget variance reviews, and performance evaluation
- Develop multi-year projections and dashboards to support scenario planning and data-driven decision-making

### **2. Financial sustainability & risk management**

- Recommend strategies for long-term financial sustainability and capital planning

- Support the development of contingency plans and risk mitigation approaches

### **3. Fiscal policy development & compliance**

- Review and refine fiscal policies, internal controls, and procurement procedures
- Ensure compliance with grant management requirements, fund accounting standards, and government financial regulations

## **SECTION 7: OTHER INFORMATION**

First 5 will not consider an application for Pool admission unless it provides all required information.

First 5 has carefully prepared the specifications in this RFQ to describe the Service Areas. In its sole discretion, First 5 may issue one or more addenda to this RFQ identifying revisions, deletions, and/or additions to the specifications.

Subject to this paragraph, Pool admission will be valid for at least two (2) years. First 5 may in its discretion: (a) allow consultants to remain in the Pool longer without re-qualification if there has been no material change in the consultant's qualifications; and (b) remove a consultant from the Pool.

First 5's solicitation of applications under this RFQ and/or a consultant's admission to the Pool does/do not obligate First 5 to purchase any or all of that consultant's goods or services for a Project or otherwise prior to potential contract award by the First 5 Commission.