



Champions For Our Children

Best Start LA

Data Infrastructure RFP

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

RELEASE DATE: April 10, 2009



Champions For Our Children

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I. TIMELINE

ACTIVITY	DATE
RFP Release	April 10, 2009
Information Session	May 1, 2009
Due Date for RFP	May 14, 2009
Applicants Notified	May 28 2009
Interviews for Qualified Applicants	Week of June 1 -5, 2009
Contractor Selected:	June 10, 2009
Contract Start Date	August 10, 2009

First 5 LA is seeking consultation with either a group of consultants or a lead contractor and sub-contractors to provide development, project management, and technical support for the planning, development and continual improvement of the First 5 LA Best Start Program Management System (BSPMS); a dynamic web-based data and information collection and reporting system for the Best Start LA investment.

The purpose of the RFP is to select the most qualified vendor to engage in the design, implementation and management and/or hosting of this comprehensive web-based data submission and measurement system which will improve and streamline the data collection and measurement around Best Start LA. The successful vendor will have demonstrated experience in developing data collection and measurement tools in collaboration with not-for-profit organizations and grass-root organizations, preferably for human services organizations and community organizing groups. The systems will be user-friendly and intuitive for all end-users. End-users will range from the very technically savvy to those that have limited experience in utilizing content-delivery, data collection and collaboration systems.

Selection to work on phase one of the Best Start Program Management System will not exclude contractors from applying for future planning and enhancement contracts in subsequent planning and development phases. However, it should be noted that applicants to this RFP are not guaranteed to be provided with any future planning and enhancement contracts and submitted proposals should be limited to addressing the requirements described in this RFP.

II. BACKGROUND

A. About FIRST 5 LA

In November 1998, California voters passed Proposition 10: The California Children and Families First Act of 1998, a statewide ballot initiative. Effective January 1, 1999, Proposition 10 added a fifty-cent tax on cigarettes and other tobacco products for the purposes of promoting, supporting, and improving the early development of children zero to five years of age.

Of the funds collected, twenty (20) percent is allocated to the State Proposition 10 Commission and eighty (80) percent is distributed to the county Commissions based on each county's number of live births. Based on approximately 150,000 live births per year, Los Angeles County receives approximately 31% of the total tax distributed to county Proposition 10 Commissions.

Los Angeles County residents receive the benefits of these funds through increased and improved services and programs for expectant parents, children from the prenatal stage up to age five, and their families. Created to convey the overall purpose of the organization charged with distributing the Proposition 10 tobacco tax funds, the name First 5 LA signifies the importance of the first five years of life, the period of time during which a child's brain develops most dramatically. The First 5 LA name replaced the previous name of Los Angeles County Children and Families First - Proposition 10 Commission.

First 5 LA's vision and commitment is 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. First 5 LA is to make significant and measurable progress towards increasing the number of children from the prenatal stage through age 5 who are physically and emotionally healthy, safe and ready to learn.

B. About Best Start LA

The purpose and goal of Best Start LA is to increase the number of children who achieve appropriate social, emotional, cognitive, language, physical and motor developmental milestones to the best of their potential. Further, the First 5 LA Commission recognizes that addressing the developmental potential of young children must be done in the context of the multiple environments that affect their development: (1) Pregnancy; (2) Parent/Caretaker; (3) Family; (4) Neighborhoods and Communities.

Best Start LA is innovative in its focus on integrating family-, community- and organizational-strengthening strategies with the flexibility required to be successful in diverse communities found within Los Angeles County. Best Start LA is designed to integrate existing First 5 LA investments and to inform future investments using the best available evidence of what works as a key criterion. The long-term vision is a Best Start LA model that is sustainable and scalable for all communities in the county.

Through Best Start LA, First 5 LA is launching a broad based partnership with families, community organizations, government agencies, funders, elected public officials, civic organizations and neighborhood associations who share our commitment to create “baby and toddler friendly” neighborhoods and communities. Best Start LA communities will positively contribute to the well being of its members by emphasizing the role communities can and will play in strengthening and linking existing community, organizational, and family assets and in developing new assets to achieve Best Start LA outcomes.

First 5 LA recognizes that long-term change envisioned by Best Start LA is most commonly developed over a period of time. Members of a Best Start LA community will learn to trust each other, share ideas, and work cooperatively toward common goals and outcomes. Trust and mutual respect will develop by identifying the existing strengths and resources of a community and collaboratively building on those assets successfully. As people pool their talent, time, and resources to address tangible issues underlying community needs, they will form and strengthen the foundation for a community partnership firmly grounded in the principle of cooperation among diverse groups and individuals. Formalizing this structural foundation through the concept of a “Best Start LA community” will provide stability, continuity and capacity for community participants and organizations to sustain their efforts over time and achieve desired results. All Best Start LA activities funded by First 5 LA will support First 5 LA’s 2004-2009 strategic plan efforts and will continue into the next strategic planning period.

C. Existing First 5 LA Data Collection Systems

To provide data to First 5 LA and its grantees to evaluate the efficacy of initiatives and their activities, the Data Collection and Reporting (DCAR) System was developed in 2003 and has undergone many revisions to this date. DCAR encompasses data collection and reporting tools, and databases for four First 5 LA programs’ grantees and providers involved in school readiness, literacy, perinatal health, and abuse prevention activities. Further systems development is planned to expand into other programs’ activities including early childhood education workforce development and Best Start LA family engagement data management. The DCAR System also provides evaluation tools for First 5 LA while providing its grantees an ability to create their own forms to conduct their own surveys and analyze their activities. First 5 LA has also developed, in partnership with the Public/Private Partnership for Infants and Toddlers (PPFPIT), and HealthyCity.org, a web-based spatial data collection and analysis system named “Invest In Kids LA”. This system will enable the PPFPIT and First 5 LA to understand the breadth and depth of the issues facing children and their families and the investments made in their communities by philanthropic, governmental, and the advocate community members.

D. Best Start La Program Management System

The Best Start LA Program Management System is a prime example of the capacity strengthening strategies the commission will invest in through Best Start LA. This data infrastructure system is expected to accomplish three objectives.

- 1) Help inform ongoing development of the Best Start LA model;

- 2) Support the identification, prioritization and advocacy of policy solutions;
- 3) Support the evaluation of the Best Start LA model. Please refer to the Best Start LA Outcomes outline attached in Appendix A for more details.

The first phase of the BSPMS development, as encompassed by this RFP, will require consideration of the Best Start LA model and how to structure the BSPMS to support the various strategies within the Best Start LA model.

Overall system design

There are three main components to the BSPMS that are expected to be developed. The following summarizes what is expected to be achieved by each component of the system once it is completed:

Component 1: The Best Start data collection systems will be utilized to support the work performed in the Best Start LA family engagement strategy. Currently this component is being developed as part of the existing First 5 LA Data Collection and Reporting System (DCAR) and will support the collection of prenatal, hospital, and home visitation measures. This aspect of the system will integrate centralized case-management of activities and services provided for families by the home visitation agencies and could include information about prenatal and maternal practices from hospitals. This component is expected to be completed before other components are developed. Once this system is created, it will become a central component of the overall Best Start Program Management System and will be integrated into the planning and development of the subsequent system to be built. Please note that this application will be developed under a separate contract and will be launched during the planning of the remaining components.

Component 2: Measurement of “place based” activities within the demonstration community. These activities use the local community and environment as a context for evaluation. Many of these activities will measure indicators of social and community connectedness as well as collaborative agencies' efforts in promoting accessibility and utilization of services. Other measures will be determined via a Community Based Participatory Action Research process, which will require this component to be dynamic, enabling communities to develop their own data collection requirements and to include tracking systems for coordinated efforts with F5LA Policy and Public Affairs departments. To fully enable communities to understand and harness opportunities and recognize specific issues, this component of the system may require coordination with HealthyCity.org and the Invest in Kids LA spatial data collection and analysis system.

Component 3: This component consists of a web-based content delivery system for parents and caregivers which will enable them to stay informed of issues relating to the development of their own children as well as being able to access general information pertaining to child development and childcare. This component will be known as the “Baby Registry” and will be consumer-centric and multi-linguistic to allow for the furthest reach into disparate communities within Los Angeles County.

The specifications for these components will be created in conjunction with First 5 LA and stakeholder groups to ensure that the system meets not only the requirements of the Best Start LA model's outcomes and measures, but is also developed to reflect the capacity of its intended audiences, as measured and evaluated through a feasibility study. For example,

location and method of access are major factors to consider in the formulation process since many families, parties and providers engaged by First 5 LA will require access to the system outside of a home location. It is also the intent of First 5 LA to allow for possible future expansion and collaboration with larger, regional based case management and electronic medical record systems. Many of the new systems may require an enhancement of the First 5 LA DCAR or integration of data and information with existing F5LA data collection systems. The BSPMS may also be expanded as an integral support tool for First 5 LA's accountability framework as part of the strategic planning efforts currently underway.

The system developed to support the Best Start LA model must be designed with an understanding of the stakeholders and end-users who will utilize the system and supply the data and information for measures related to the overall Best Start LA outcomes. Measures related to community connections and utilization of resources will require the systems to be used by audiences that may have had limited exposure to similar information sharing networks. In this way, the BSPMS will differ from the First 5 LA DCAR because it will be considered a Best Start community resource in addition to being a data reporting system and community planning resource for networks of providers.

III.CONTRACTOR QUALIFICATIONS

Summary of desired qualifications:

- Applicants must exhibit experience in the management and implementation of consumer-centric systems which integrate evaluation, case management, collaboration and content delivery.
- Understanding and ability to plan work that takes into consideration diverse end-user experiences with data and information reporting systems.
- Prior experience working with grass-roots based, non-profit, and community organizing groups and developing applications to fulfill project requirements and strategies.
- Ability to communicate with and effectively manage expectations held by diverse stakeholder groups who may have varying technological knowledge.
- Ability to work effectively with programmatic evaluation staff and consultants to insure program evaluation measures are properly recorded and outcomes achieved.
- Knowledge and experience with security issues that arise from the collection and distribution of information collected through community organizing applications.
- Experience working with traditional health and human services providers and understanding of the specific security and legal parameters regarding those records (e.g., HIPAA, etc.)
- Ability to recognize and address security and technology issues and opportunities so that, where possible, data can be portable and transportable.
- Knowledge and understanding of emerging initiatives and opportunities among state, regional, and federal Health Information Exchanges and other data portability initiatives.
- Experience in facilitating and convening meetings for the purpose of knowledge sharing and peer learning.
- Experience providing technical support delivery for end-users with widely varying levels of technology experience.
- Ability to be accessible and flexible in accordance with product timelines and activities.
- Strong time management and team building skills.
- Strong written and oral communication skills.
- Prior experience working in a collaborative manner with proposed subcontractors or team members.

Team Approach: As noted above, within each demonstration community, the local lead entities will be charged with identifying the particular goals and needs of the community. This will require the data system to be dynamic and tailored to each community's specific requirements and goals. In order to address this need, we emphasize that prospective applicants must have experience engaging and organizing informal, grass-roots, community-based groups as well as traditional stakeholder groups (medical, social service, etc.) to appreciate and integrate diverse system requirements from the various end users as well as to develop relationships with possible partners.

Furthermore, the consultant will need to work closely with the First 5 LA evaluation team in order ensure that data relating to the tracking of outcomes and statistics related to system usage is properly inputted and stored in the system. Thus, the data systems contractor will need to have demonstrated the ability to integrate data and inputs from a variety of user groups in addition to maintaining a communication plans for reporting back to agencies such as First 5 LA.

Prospective applicants will also require knowledge of large-scale public service records systems (public health records, birth certificate data systems, immunization database), insurance carrier adjudication systems, and existing hospital and medical provider data systems. Knowledge of security protocols for medical and public service records will be mandatory to ensure the integrity of data and information contained and shared in the systems as well as knowledge of the Health Information Portability and Accountability Act (HIPAA).

Applicants should also possess the ability to understand the varying levels of technical sophistication of BSPMS end users, and to develop user technical guides in multiple languages to be utilized by these groups.

Knowledge Sharing

Other functions the selected contractor(s) may be expected to provide would include:

- Meet with First 5 LA staff to identify areas where data collection processes may be improved or implemented for current and future commission work.
- Highlight information relevant to First 5 LA's ongoing strategic planning process pertaining to technology opportunities for evaluation purposes.
- Facilitate knowledge sharing convenings with First 5 LA staff and Commission members to discuss identified evaluation data opportunities for commission impact studies.
- Provide recommendations for future and/or further expansion of BSPMS and existing systems to meet agreed outcomes for evaluation systems opportunities..

IV. REQUIRED COMPONENTS

First 5 LA will work closely with contractors to develop ideas, strategies, and a timeline to achieve the desired utilization of the BSPMS. First 5 LA requires that the contractor complete the following activities within the stipulated timeframe. A team approach is desired to insure the requirements of all parties are met.

A. Scope of Work

To reiterate, the purpose of the RFP is to select the most qualified vendor to engage in the design, implementation and management and/or hosting of this comprehensive web-based data submission and measurement system which will improve and streamline the data collection and measurement around Best Start LA. The successful vendor will have

demonstrated experience in developing data collection and measurement tools in collaboration with not-for-profit organizations and grass-root organizations, preferably for human services organizations and community organizing groups. The systems will be user-friendly and intuitive for all end-users. End-users will range from the very technically savvy to those that have limited experience in utilizing content-delivery, data collection and collaboration systems.

First 5 LA will work closely with contractors to develop ideas, strategies, and a timeline to achieve the desired utilization of the BSPMS. First 5 LA requires that the contractor complete the following activities within the stipulated timeframe. A team approach is desired to insure the requirements of all parties are met.

Applicants to this RFP will be expected to develop a scope of work that incorporates the following elements:

Development of a formal project plan. The contractor will conduct research on specifications and system requirements and subsequently develop a formal project plan to design the system. The plan will describe required specifications, management of timelines, control of the project and an outline for the evaluation of the systems' utilization and usability. Existing systems, including the First 5 LA Data Collection and Reporting system, must be considered for inclusion. The plan will be reviewed by First 5 LA and its partners. This plan would be delivered to First 5 LA within two months of the execution of contract.

Development and support of a knowledge management structure with First 5 LA In the initial planning stages and as the systems are developed and improved, the contractor will provide a method to deliver information and report back their findings from community forums, research around specifications, and the development of relationships among team members and stakeholders. This knowledge dissemination structure could include the use of direct meetings with First 5 LA staff and their partners , conference calls and/or knowledge sharing convenings among key stakeholders.

Liaison with the evaluation contractors. During the planning and implementation of the Best Start Program Management System, the contractor will be required to work closely with evaluation contractors and data analysts secured under a separate agreement with First 5 LA. The purpose of this phase would be to ensure the development of appropriate configurations of data sets to allow for data reporting and data analysis and to develop plans and methods to make appropriate data available for statistical work by the evaluator contractors.

Liaison with sustainability contractors. Best Start LA is designed as a demonstration project, with goals of continuing implementation and expansion into other communities. To insure continued utilization and maintenance of the BSPMS beyond the initial time period of communities' implementation, First 5 LA will select experts in sustainability for ongoing development of resources along with the data infrastructure. The selected contractor will be expected to collaborate with the First 5 LA sustainability contractors in the development of a sustainability model for the BSPMS which would allow for a subscription or cooperative structure to maintain and improve components of the BSPMS in addition to expanding utilization of the BSPMS to other stakeholders and agencies.

Liaison with local lead entities. The contractor will liaise with local lead entities, Best Start LA family engagement program staff, First 5 LA staff, evaluation contractors, as well as other key community end users, to offer technical assistance around data entry and data importing into the Best Start Program Management System. This may require periodic meetings or be on an “as needed” basis.

Development of data use standards and rules. The contractor will be required to develop a system of regular data monitoring to enable missing and problematic data to be identified quickly. These findings will then be relayed to the appropriate data system user so that efforts can be made to recover and/or correct data. This will require regular meetings with key data system users. The contractor will also need to develop a comprehensive error log to record all identified data errors as well as data cleaning and recovery efforts.

Development of technical and user guides. The Contractor will develop technical and user guides to support the identified user-groups in their use of the system and in a format commensurate with the end user’s levels of technical sophistication.

Provision of technical assistance to key end-users. Upon implementation of the Best Start LA Program Management System the contractor will work closely with key data system users to develop a methodology for providing technical assistance, data cleaning and data analysis support.

Management of BSPMS development. The contractor will provide periodic reports on agreed upon benchmarks and developmental bookmarks within the formal project plan. The contractor will work directly with key First 5 LA staff to ensure timelines are managed properly. The contractor will also include First 5 LA staff and other external contractors in the planning and development progress meetings. Progress reports will be delivered on a regular and predefined basis to First 5 LA. It is the expectation of First 5 LA that the initial development of a working system will be completed within nine months from the date of contract execution.

Support of implementation and continuous use of BSPMS The contractor will manage and support the development and launch of the components until full utilization of the BSPMS by demonstration communities. This is expected to take place over a three year period, beginning in 2009. Beyond the initial implementation of the system within demonstration communities, the contractor will also be expected to provide continual technical support to First 5 LA, its grantees, contractors, and partners.

Questions to be considered during the Scope of Work development process

In addition to the elements above, the contractor should consider and attempt to address the following questions when preparing their proposal:

- 1) Does the applicant have local experience outreaching to and collaboratively working with communities and organizations in the not for profit sector?
- 2) What strategies will you employ to garner the most inclusive group of community stakeholders to design the portions of the systems for highest utilization rates among all parties involved in Best Start LA?
- 3) How will you document your successes, failures, and lessons learned from these strategies and how may this inform First 5 LA and further development of the BSPMS?
- 4) How will your team maintain a communication plan and standards to insure organizations and individuals involved are updated on planning and development ideas and decisions?
- 5) a) Do you propose to develop applications from the ground up or use a turn-key solution that will be specialized for Best Start LA?

b) Considering previous experience you may have had using a turn-key solution, would you propose drawing on the outcomes and feedback from community focus groups around developmental issues and how would you later communicate these issues to others?
- 6) What systems have you developed that are similar to the requirements set out in this RFP. How well do these systems match the goals of the RFP?
- 7) Do you have previous experience developing systems that utilize existing or legacy system code? What have been your experience working with other contractors in the development of these systems. How would you use 'lessons learned' from these experiences in subsequent development work?
- 8) Given the proposed dynamic nature of the systems sought for Best Start LA, on what framework do you propose to develop the BSPMS? What do you see as being the major advantages and disadvantages of this framework?

V. TERMS OF CONTRACT

A. Contract Period

The Year 1 contract period will be for twelve (12) months, contingent upon First 5 LA approval and submission of documents by the selected Contractor. This contract may be extended for up to four one-year periods, which will be completed through an annual contract renewal process,

with the total cost not to exceed \$3,000,00 over a five year period contingent upon the availability of COMMISSION funding, satisfactory work performance based on activities outlined in Exhibit A, timely submission of progress reports, and continual compliance with contract provisions.

The Best Start LA Program Management Systems Contractor shall not be authorized to deliver or commence performance of services as described in the application until written approval has been obtained from First 5 LA. Any performance of services commenced prior to obtaining all written approvals by First 5 LA shall be considered voluntary.

Contractual Obligation

The selected Contractor is required by law to adhere to all contractual obligations as outlined in this document, including the First 5 LA Contract. (See Sample Contract, Appendix 8)

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 RFP. Content of this section is not to exceed three (3) pages.

C. Budget:

Applicants submitting proposals for Best Start Program Management Systems RFP must develop budgets that are in line with common business practices to ensure the success of the Best Start LA Community evaluation. Applicants must complete a Detailed Budget Summary for Year 1: August 18, 2009 to June 30, 2010 (See Appendix F: Detailed Budget Summary Form). The Program must also include a Budget Narrative for the Year 1 Detailed Budget Summary Form (See Appendix K: Sample Budget Narrative). The Budget Request Forms may be expanded to provide additional line items or space for clarification. If applicable, use Detailed Budget Summary Form to create a separate budget for each subcontractor.

Additionally, Programs must complete a Projected Summary Budget Form (See Appendix J: Projected Budget Summary Form) for each of the five years of the Program. Please note, if selected, the Program will be required to submit a Detailed Budget Summary Form as well as budget narratives for subsequent years, in addition to the Actuals and Projected Budget Form (All Years Combined) Form.

Applicants submitting a proposal for funding to develop and maintain the Best Start LA Pilot Program Management System can request up to \$3,000,000 over a five year period. Because of the scope and complexity of the work required, a consultant considering submitting a proposal may include other consultants as subcontractors who demonstrate experience, skills and knowledge in a particular target area outlined in Section II, Project Requirements and Deliverables.

Complete a Budget Narrative and include as Appendix K: Budget Narrative of the proposal. The Budget Narrative must include the name or description of the line item, the budgeted

amount, a brief description of the purpose for the item, and a summary calculation for the line item. Also, include the development financing and management cash flow. In the Budget Narrative also describe other resources, cash or in-kind, which have been secured or will be for this development other than the funds requested in this proposal. Include the most recent copy of audited financial statements, including any management letters.

A final Budget and a Scope of Work will be negotiated once the BSPMS contractor has been selected. Funds will be granted through monthly invoices based on actual services rendered and incurred expenses as spelled out in the approved budget.

As noted earlier applicants may in the future be given opportunities to expand their scope of work to include additional evaluation activities or broader commission related activities. In that instance, the funding available for the Pilot Community Evaluation Consultant will be reviewed and the budget will be modified. However, applicants should note that any such expansion of role is not guaranteed and applicants responding to this RFP should understand that the initial amount of funding available will not exceed \$3,000,000.

D. Policy and Guidelines for Hiring Consultants

Per First 5 LA's policy and guidelines for Hiring Consultants, the total composite rate may not exceed \$150 an hour. This means that the total cost of billable hours associated with a contract divided by the total number of hours billed must be equal to or less than \$150. For example, for a contract totaling \$150,000, a consultant may bill 500 hours for Consultant A at \$200/hour, and 500 hours for Consultant B at \$100/hour, with a total composite rate of \$150/hour (1,000 total hours divided by \$150,000 in billable hours = \$150/hour).

VI. STATEMENT OF QUALIFICATIONS

In order to respond to this RFP, applicants are required to submit the following documents to First 5 LA no later than **5:00 p.m. on May 14, 2009**. Applications received after this deadline will not be considered.

Cover Letter (maximum 1 page): Each applicant is required to include a cover letter addressed to Evelyn Martinez, Executive Director of First 5 LA, specifying the following: introduction of the applicant, clearly showing the applicant's name, address, telephone number, e-mail address, the date, stating that the letter is in response to an RFP for the Best Start LA Program Management Systems Contractor. The applicant's cover letter must be signed by a person authorized to bind the applicant to the terms of the application.

Professional Experience and Approach (maximum 8 pages):

1) *Professional Experience and Expertise:* Systematically describe the applicant's demonstrated ability, based on qualifications and experience, to accomplish the deliverables outlined above, include a *sample* timeline of activities. Applicants must provide narrative examples of at least three similar past or current projects, and identify their role in these projects. Applicants must also specify qualifications of all other individuals and/or organizations, if any that will be included as a subcontractor.

2) *Proposed Approach to Deliverables and Scope of Work*: Discuss and present a sequence of key actions, activities, or events necessary to accomplish the Scope of Work and produce the Deliverables on page 9. Include a description of relevant methods and effective strategies to be employed in carrying out the specified functions of an Evaluation Consultant.

Agency Involvement in Litigation and/or Contract Compliance Difficulties (Appendix 1): Please read the information on the required Agency Involvement in Litigation and/or Contract Compliance Difficulties form thoroughly. An unsigned form or its omission will constitute an incomplete application and will be grounds for disqualification.

Signature Authorization Form (Appendix 2): This form is required in order to verify signature authority to enter into contractual agreement with First 5 LA. If not outlined in the Bylaws, a Board Resolution or Partnership Agreement must be submitted, as applicable, that indicates signature authority. Applicants must submit two original forms signed in **blue** ink.

Board Resolution (Appendix 3): Include, as needed, to support the authority of persons listed on Signature Authorization Form (Appendix 2).

Proposed Budget and Budget Narrative (Appendix 4): The proposed Budget must include costs broken down by hourly rate for all staff and subcontractors. Provide a Budget Narrative justifying all included costs. Please use the Sample Budget and Justification as a template for itemizing costs related to the application.

Résumé or Curriculum Vitae for Applicant(s): Provide a detailed professional resume for the key staff expected to work on the project, outlining all relevant work history, educational attainment, publications, prior research projects, etc. Include the resumes for subcontractors as well. All subcontractors must be clearly identified and approved by First 5 LA prior to commencing work.

References Form (Appendix 6): Provide the names, titles, addresses, email addresses, and telephone numbers of at least three (3) references. References must be from organizations or individuals for whom the applicant has provided similar services, and must be able to provide information regarding the applicant's skills and performance regarding the provision of such services. 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.

Memorandum of Understanding (Appendix 7): If a subcontractor or un-paid collaborator will be used to render any of the services under this application, the applicant must submit an MOU. MOUs may also be submitted after the Contract for the TA Provider has been executed.

Independent Financial Audit: The applicant must include the most recent independent financial audit including the following:

- a) Management Letter
- b) Auditor's Report
- c) Statement of Financial Position (Balance Sheet)
- d) Statement of Activities (P/L, Income and Expenses Report)

- e) Statement of Cash Flow
- f) Functional Expense Report
- g) Notes to Financial Statements
- h) Federal “Single Audit” (if applicable)

Optional: Supplemental materials 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 completed original application/qualifications statement and five (5) copies to First 5 LA that meets the following criteria:

- White, 8½” by 11”, paper only
- Times New Roman font, no less than 12-point
- Single-sided 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 at the top of each page. Materials must not be bound, although a heavy clasp or thick rubber band is acceptable.
- All forms that require signatures (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

A. Selection Process

1. First 5 LA staff 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 disqualifications. Applicants may use the Application Checklist (Page 17) 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.
2. First 5 LA staff will contact references.
3. All or some of the applicants who have submitted complete and responsive applications may be interviewed. Interviews are scheduled to be held on date shown in Section I. These dates are subject to change at First 5 LA’s sole discretion. All applicants must advise First 5 LA staff of their availability on this date. Interviews will be held either at First 5 LA or via phone. Further written materials regarding qualifications may be requested prior to the interview.

B. Selection Criteria

First 5 LA will award a Contract to one applicant with the expertise and qualifications outlined in the RFP. Qualifications will be reviewed by a team of First 5 LA staff and

external reviewers who will then select Contractor(s) based on, but not limited to, evaluation of the following:

- Experience performing comparable work
- Track record of working with a variety of agencies such as foundations, community-based groups, academic institutions and the public sector
- References from agencies for which the applicant has provided similar services
- Prior experience working in collaboration with proposed sub contractors

Specifically, submitted applications will be reviewed using an assessment tool based on qualifications listed above and proposed approach in (1) addressing scope of work and (2) producing deliverables. Commission staff will develop a rating tool to provide an objective basis for scoring the interviews and will include two components: desired qualifications and proposed approach.. Applications will be scored on this assessment tool and those applicants receiving a high score will be considered for the final selection process. The final selection process will be conducted through a consensus building process among the members of the selection team.

First 5 LA reserves the right, without prejudice, to reject any or all submitted qualifications. An appeals process is not available; all decisions of First 5 LA are final.

IX. CONTRACTUAL CONSIDERATIONS

Specific contractual considerations, including but not limited to the following, apply to RFQ/RFP submission process and project implementation and to any contracts that result from the submission and implementation of the project/proposal. The contractor will need to comply with all of the provisions in the attached sample contract (See Sample Contract).

A. Conflict of Interest

The selected Contractor will be required to comply with the Commission's Conflict of Interest provisions, as outlined in the contract, and as applicable under California Law. CONTRACTOR acknowledges that he/she/it is acting as public official pursuant to the Contract and shall therefore avoid undertaking any activity or accepting any payment, employment or gift from any third party that could create a legal conflict of interest or the appearance of any such conflict. A conflict of interest exists when one has the opportunity to advance or protect one's own interest or private interest of others, with whom one has a relationship, in a way that is detrimental to the interest, or potentially harmful for the integrity or fundamental mission of the Commission. CONTRACTOR shall maintain the confidentiality of any confidential information obtained from the COMMISSION during the Contract and shall not use such information for personal or commercial gain outside the Contract. By agreeing to the Contract and accepting financial compensation for services rendered hereunder, CONTRACTOR agrees that he/she/it will not subsequently solicit or accept employment or compensation under any program, grant or service that results from or arises out of the funded project and related initiative(s). During the term of the Contract and for one year thereafter,

CONTRACTOR will not knowingly solicit or accept employment and/or compensation from any COMMISSION collaborator or CONTRACTOR without the prior written consent of the COMMISSION.

B. Compliance

Current/Former grantees and/or contractors must be in good standing and in compliance with all aspects of their contract with the COMMISSION in order to be eligible to apply for the current Request for Proposals (RFP) and Request for Qualifications (RFQ) /BIDS/LOI's.

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

C. Contract Information

1. The Commission may, at its sole discretion, reject any or all submissions in response to this RFQ/ RFP. The Commission also reserves the right to cancel this RFQ/ RFP, 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/RFP. Any cover letters, résumés and/or curriculum vita, including attached materials, submitted in response to this RFQ/RFP shall become property of the Commission and subject to public disclosure.
2. The agency/organization submitting an application agrees that by submitting an application it authorizes the Commission to verify any or all information and/or references given in the application.
3. The Commission reserves the right, after contract award, to amend the resulting contract, scope of work, and any other Exhibits as needed throughout the term of the contract to best meet the needs of all parties.
4. The Commission reserves the right to request additional financial information to verify applicant's past and current financial status. This information includes, but is not limited to: the most recent independent audit ending Calendar Year 2007Xr Fiscal Year June 30, 2007, Cash Flow Statement, Statement of Activities (Income Statement), and Statement of Financial Position (Balance Sheet).
5. Consistent with the intent of Proposition 10: California Children and Families Act of 1998, no monies for this Project may be used to supplant Federal, state, County and/or other monies available to the organization for any purpose. Activities funded under this proposal must be new or enhancements to existing activities.
6. The award of a contract by the Commission to an individual/agency/organization that proposes to use 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-day (30) period from the intended start date, the Commission has the right to withdraw the contract award. Any agreed upon changes to the intended start date must be confirmed in writing by both parties.
8. Unless otherwise submitted during the application (RFQ, RFP, etc.) process, the selected Contractor will be required to submit the required documentation listed on the Contractor Checklist, which includes, but not limited to, the following documents before the Contract can be fully executed:
 - Agency Involvement in Litigation and/or Contract Compliance Difficulties Form
 - By-laws (if applicable)
 - Articles of Incorporation (if applicable)
 - Board of Directors or List of Partners (as applicable)
 - Signature Authorization Form
 - Form RRF-1 (required and filed annually with the California Attorney General's Registry of Charitable Trusts) and IRS Form 990 (if applicable)
 - Annual Independent Audit for prior fiscal year or calendar year (if applicable)
 - Appropriate business licenses (for vendors or private organizations)
 - IRS Letter of Determination (if applicable) or completed IRS Form W-9
 - Memorandums of Understanding (for any sub-contractors, collaborators, and/or partners listed under Contracted Services and Evaluation sections of Exhibit B – Budget Forms)
 - Certificates of Insurance for all insurance requirements outlined in the contract.
9. Per the Commission's Policy and Guidelines for Hiring Consultants (Section 7), the total composite rate for a Consultant may not exceed \$150 an hour. This means that the total cost of billable hours associated with a contract divided by the total number of hours billed must be equal to or less than \$150. A blended rate is allowable. For example, for a contract totaling \$150,000, a consultant may bill 500 hours for Consultant A at \$200/hour, and 500 hours for Consultant B at \$100/hour, with a total composite rate of \$150/hour (1,000 total hours divided by \$150,000 in billable hours = \$150/hour).
10. The sample contract and contracting requirements are attached (See Sample Contract, Appendix 8). If successful, the Contractor will be required to meet all of the terms and provisions set forth in these documents and within the timeframe identified.

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. Both Electronic and paper original must be submitted to First 5 LA by the deadline outlines in Section I. Failure to submit any required items will result in disqualification.

- Cover Letter (1 page maximum)
- Professional Experience and Expertise (up to 8 pages maximum)
- Agency Involvement in Litigation and/or Contract Compliance Difficulties, Appendix 1
(1 original, signed in **blue** ink)
- Signature Authorization Form, Appendix 2 (2 originals, signed in **blue** ink)
- Board Resolution, *if applicable* (1 original, signed in **blue** ink)
- Budget and Budget Narrative, Appendix 4
- Key Staff and Subcontractor(s) Rates Table, Appendix 5
- Résumé or Curriculum Vitae for Key Staff and Subcontractor(s)
- Applicant Reference Form, Appendix 6 (minimum of 3 required)
- Memorandum(s) of Understanding
- Independent Financial Audit
- One (1) application with original signatures and 5 copies submitted to:

Evelyn Martinez, Executive Director
First 5 LA
750 N. Alameda St., Suite 300
Los Angeles, CA 90012
Attn: Best Start LA Program Management Systems Contractor