



Champions For Our Children

**Technical Assistance Institute –
Organizational Assessment Consultant
Request for Qualifications (RFQ)**

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

RELEASE DATE: May 19, 2010



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I. TIMELINE FOR SELECTION PROCESS¹

ACTIVITY	DATE
RFQ Released	May 19, 2010
Final date to submit questions and requests for additional information	May 25, 2010
Information Teleconference <i>(Teleconference Registration due May 24, 2010)</i>	May 25, 2010 11 AM to 12 Noon
Due Date for Qualifications: <ul style="list-style-type: none"> • Online applications plus all forms • One (1) original signed copy of the First 5 LA “Signature Authorization” and “Agency Involvement in Litigation and/or Contract Compliance Difficulties” forms mailed or delivered to First 5 LA 	June 4, 2010 at 5:00 PM
Interview of Qualified Applicants:	Between June 30 and July 9, 2010
Qualified Consultant Notified:	Week of July 12, 2010
Contract Start Date ¹	August 15, 2010

All questions and requests for additional information regarding this RFQ must be received by First 5 LA via email before 5 p.m. on Friday, May 28, 2010. First 5 LA reserves the sole right to determine the timing and content of the responses to all questions and requests for additional information.

Questions and information requests may be submitted to:

Heather Tunis, Program Officer

E-mail: htunis@First5LA.org

¹ Note: All dates are subject to change at the sole discretion of First 5 LA.

II. BACKGROUND

ABOUT FIRST 5 LA

In 1998, California voters passed Proposition 10, which levies a 50-cent per pack tax on all tobacco products. The resulting tax revenues were earmarked for the creation of a comprehensive system of information and services to advance early childhood development and school readiness within each county in California. In Los Angeles County, First 5 LA was formed as a public entity to develop and oversee early childhood initiatives and to manage the funding from Proposition 10 (<http://www.first5la.org/>). Since 1998, First 5 LA has invested more than \$800 million to champion and support health, education, and safety issues and programs benefiting young children and families.

In June 2009, the First 5 LA Board of Commissioners adopted a strategic plan to guide its investments through 2015: Strengthening Families and Communities in L.A. County.” The plan was developed during a public process that engaged community stakeholders, grantees, commissioners and staff and in conjunction with research in the field of early child development. We believe, and research confirms, that children are strongest when they live in safe and thriving families and neighborhoods. Therefore, First 5 LA will focus on strengthening families, while also building the capacity of communities and organizations to create and sustain nurturing environments for children. This new "place-based approach" will allow First 5 LA to have a deeper impact in select areas, while also supporting countywide objectives, and to better measure the impact of its investments.

THE TECHNICAL ASSISTANCE INSTITUTE

The First 5 LA Technical Assistance Institute has been established to oversee, develop and manage programs and services to support the organizational effectiveness of organizations in Los Angeles providing resources and positive outcomes for very young children and their families. Programs have included intensive, multi-session trainings focusing on sustainability planning, development of mission-based earned income projects and organizational leadership for executives and senior managers, augmented with shorter seminars, training programs and peer gatherings. In 2009-10, the Institute introduced additional programs, including the Customized Consulting Program, providing underwriting for focused consulting services in individual giving, strategic financial management and strategic communications and a vetted searchable online Consultant Resource Directory. Through developing and operating these programs, the TA Institute has recognized the clear role of organizational readiness, as well as the engagement of focused counsel, in sustaining and further developing the skills, capacities and/or endeavors supported through these programs. As First 5 LA transitions into a place-based approach with a focus on building and supporting the capacity of communities and organizations in advocating for and generating positive environments and outcomes for very young children and their families, the role of community and organizational assessment in developing and providing appropriate capacity building and other community development resources has been determined to be among the fundamental steps.

ORGANIZATIONAL ASSESSMENT PROGRAM

In developing our approach to supporting positive outcomes for very young children, their families and the communities where they live, work and play, First 5 LA recognizes the significance of understanding what resources and conditions are present in a community, including the organizations that people rely on and engage in as part of their daily lives. To



support the effectiveness and sustainability of these organizations, First 5 LA anticipates providing a range of organizational and professional development resources, opportunities and services. Experience throughout the nonprofit sector demonstrates that these kinds of resources, opportunities and services have the greatest impact in conjunction with an organization's readiness and preparation for these activities.

Therefore, we anticipate that the foundational component of our work in capacity building in communities and organizations will consist of a comprehensive assessment phase. Based on research into organizational assessment models, projects, resources and tools currently in use throughout the United States, our objective is to develop an assessment approach that effectively considers multiple components of organizational operations, recognizing the inter-relationship of organizational functionality on organizational development, effectiveness and ultimately, sustainability.

This RFQ is intended to identify an appropriate consultant or consultant team as a partner with First 5 LA to develop and implement an organizational assessment model that may be adapted and implemented in a range of contexts and that will generate a qualitative organizational development plan for the participating organizations, for up to 24 organizations.

The following outline is provided as an indication of the scope of the organizational assessment model First 5 LA is interested in testing and/or piloting.

Qualitative Review

Comprehensive internal assessment, involving the entire organization (staff, board, key stakeholders) and including in-depth review of organizational systems, board and management performance and effectiveness, program and/or service delivery models, human resource, administration, facilities and other operational departments

Quantitative Review

Organizational lifecycle assessment, review of mission, strengths, challenges and recommendations for organizational development. Incorporates objective assessment framework such as the CCAT (Core Capacity Assessment Tool)

External Constituent Survey

Quantitative and qualitative assessment and analysis of external stakeholder (clients, constituents, funders, supporters, etc.) perceptions of the organization

Technology Assessment

Review of current capacities, systems and equipment and prioritized recommendations (and budget projections) for hardware, software, training and support

Legal Compliance

Review of by-laws, financial management, gift acceptance, personnel, ethics and other policies, governing and legal documents, compliance and accountability performance as relevant; recommendations for revisions or creation of appropriate documents, systems, etc.



Financial Analysis

Multi-year financial trend and program profitability analysis (financial health, strengths, and weaknesses); review of financial management materials and systems, fundraising systems and/or development audit

Final Report

Compilation of all the above assessment results, consisting of an Executive Summary and full report integrating all assessment components and recommendations for organizational development priorities.

Note: The development of the above assessment model is primarily informed by The BEST Project, a place-based funder-collaborative capacity building initiative in Flint, Michigan. The BEST Pilot Project was launched in July 2003 with a three-year cycle that concluded in 2006. A second cohort of was launched in 2005, incorporating lessons learned from the first cohort and a third cohort was introduced in 2008.

III. SCOPE OF WORK AND DELIVERABLES

SUMMARY

First 5 LA is seeking a consultant or a team of consultants with expertise in organizational assessment and development to build upon our research to date to design and implement an organizational assessment process for up to 24 current or former First 5 LA grantee organizations. The selected consultant(s) will prepare final summary reports and recommendations for each of the assessments accomplished and a Final Summary Report and Recommendations for the overall project.

The selected consultant(s) will be responsible for preparing a budget and managing and expending funds according to the project budget not to exceed \$50,000 for the model development and not to exceed \$960,000 for implementation. The consultant(s) should allow for sufficient time for consultation and planning in collaboration with First 5 LA as well as meetings and/or reports and to accommodate costs associated with any subcontracted services required to fulfill the scope of work.

DELIVERABLES

Under the direction of, and in coordination with First 5 LA staff, the Organizational Assessment project may involve, but is not limited to the following activities and responsibilities:

- Develop framework for organizational assessment model
- Develop and manage budget and timeline
- Identify partner assessment expertise providers (for example, technology assessment, financial assessment, legal assessment, etc)
- Provide project orientation to participants
- Implement organizational assessment model pilot
- Participate in interim project management meetings with First 5 LA
- Prepare interim project update reports as requested



- Prepare summary reports for each organizational assessment
- Prepare overall project summary report and recommendations

IV. ELIGIBILITY

Applicants must have the qualifications, experience and ability to successfully carry out the pilot Organizational Assessment program from planning to preparation of a summary report and recommendations. Applicants should have a presence in California, the capacity to work in Los Angeles County and familiarity with conducting similar nonprofit organizational assessment, organizational development and other related types of nonprofit professional development and technical assistance program design and implementation.

The ideal applicant(s) will be familiar with and have extensive experience providing counsel and consulting services in nonprofit organizational operations and leadership, organizational assessment and capacity building and strategic and other kinds of organizational planning. Knowledge of organizations, programs, systems and services for children 0-5 and their families is also important.

V. SUMMARY OF DESIRED QUALIFICATIONS

Strong candidates for this opportunity will demonstrate capacity in most if not all of the following areas:

- Demonstrated effective provision of organizational development, capacity building and/or strategic planning counsel and consulting services
- Proven, effective project management, facilitation and technical assistance provision skills
- Excellent writing and other communication skills
- Ability to design, manage and track multiple projects
- Ability to work independently without direct supervision and maintain responsibility for all updates, reports and other deliverables and project timelines
- Financial accountability including timely submission of invoices and financial reports or updates
- Ability to work effectively with individuals and teams with diverse strengths and varying backgrounds and to initiate and facilitate conversations with multiple stakeholders
- Willingness to communicate regularly and work effectively with First 5 LA staff
- Practical and culturally-appropriate perspectives on issues influencing young children and families in LA County.



VI. TERMS OF PROJECT

Compensation

The consultant(s) will be compensated based upon the project budget developed during the contracting period for an amount not to exceed a) \$50,000 for development of the Organizational Assessment model and b) not to exceed \$960,000 for implementation, based on a per organization cost for the actual number of organizations that participate in this particular project.

The consultant is responsible for all expenses related to any subcontracted services and for supplying all business equipment required to implement the tasks and scope of work (e.g., computer, printer, fax, internet access, telephone, etc.). The consultant will be responsible for maintaining a method to capture and document time spent on project activities, as a means to support First 5 LA staff management of costs and ensure accomplishment of all project objectives.

Contract period, Scope of Work and Budget will be determined during the contract development process. Funds will be disbursed through provision of monthly invoices based on actual expenses and services rendered.

Contract Period

The Commission anticipates entering into a contract of approximately 12-months duration with the selected consultant(s) with an intended start date of August 15, 2010. The contract will be renewed based upon successful accomplishment of project objectives, performance and compliance during the first contract year.

Contractual Obligation

The selected Technical Assistance Institute Organizational Assessment consultant is required by law to adhere to all contractual obligations as outlined in this document, including the First 5 LA Contract. (See Sample Contract)

VII. STATEMENT OF QUALIFICATIONS

In order to respond to this RFQ, please complete and submit your proposal and all required documents to First 5 LA as instructed no later than **5:00 PM on June 4, 2010**. Applications received after this deadline **will not** be considered.

The proposal, including all required attachments, must be submitted online at www.first5la.org/FundingCenter. *In addition to the electronic versions of the Signature Authorization and Agency Litigation Forms, please mail an original of the cover letter and these two signed forms to:*

Evelyn V. Martinez, Executive Director

First 5 LA

750 N Alameda Street, Suite 300

Los Angeles, CA 90012

Attention: Organizational Assessment Consultant RFQ



Required Attachments:

1. Proposal Package Checklist
2. Cover Letter: Introduce the consultant(s) and/or consulting firm, clearly providing the lead consultant's name, address, telephone number, e-mail address, date, and stating that the letter and materials provided are in response to the RFQ for the First 5 LA Technical Assistance Institute Organizational Assessment Program consultant(s).
3. Narrative: Please provide a three-to-five page narrative outlining the consultant's and/or consulting firm's relevant qualifications and experience and plan for designing the Organizational Assessment Program as described in the RFQ.
4. Résumé(s) or Curriculum Vitae(s): For up to three (3) principals who will be involved in the proposed project design and implementation, outlining relevant work and/or consulting history, education, publications, prior research projects, etc.
5. Proposed Budget: Please include all anticipated costs for planning and implementation not to exceed the amounts as described in the RFQ. A descriptive budget narrative is optional.
6. References (*minimum of three, maximum of five*): For three to five current or previous clients for organizational assessment and/or organizational development projects (in process or) completed within the past four years, including at least two who may be contacted as references. Each reference should include primary contact name, company, address, phone number, email, dates of project(s) or engagement(s), and brief descriptions of the nature of the project or engagement. First 5 LA must be able to contact at least two (2) of the references provided. If two (2) references cannot be reached within a timely manner (no more than three attempts, no longer than one week), First 5 LA may deem the applicant ineligible for this opportunity.

Additional Required Attachments:

7. Signature Authorization Form (1 original SIGNED with BLUE INK): This form is required in order to verify signature authority to enter into contractual agreement with First 5 LA. If not outlined in the By-laws, a Board Resolution, Partnership Agreement or Business License must be submitted, as applicable, that indicates signature authority. Applicants must submit one original form signed in **blue** ink.
8. Agency Involvement in Litigation and/or Contract Compliance Difficulties: Please read the information on the required Agency Involvement in Litigation and/or Contract Compliance Difficulties form thoroughly. An unsigned form or omission will constitute an incomplete application and grounds for disqualification.



9. Annual Independent Audit (if applicable)
Including the following, as appropriate:
 - Management Letter
 - Auditor’s Report
 - Statement of Financial Position (Balance Sheet)
 - Statement of Activities (P/L, Income and Expenses Report)
 - Statement of Cash Flow
 - Functional Expense Report
 - Notes to Financial Statements
 - Federal “single-item” audit (if applicable)

10. By-laws (if applicable)

11. Articles of Incorporation (if applicable)

VIII. SELECTION PROCESS AND REVIEW CRITERIA

Selection Process

First 5 LA will award a contract to applicant(s) with the expertise, demonstrated experience and qualifications outlined in the RFQ.

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

Phase I:

- Staff will check for application completeness and adherence to application requirements.

- Three (3) external reviewers with expertise in the field will be recruited to score applications. Review tools are strictly adhered to by all staff and external reviewers to mitigate the potential of bias. In accordance with First 5 LA policy, both external and internal reviewers sign a conflict-of-interest form.

Phase II:

- Review scores are tabulated and semi-finalists are invited to participate in an interview. Interviews are evaluated through scores provided by each member of the interview team using standardized review criteria.

Phase III:

- Reference checks will be completed as necessary for final applicants and are evaluated with a standardized review tool.



Selection Criteria

First 5 LA will award a contract to one applicant with the expertise and qualifications outlined in the RFQ. The following represents the selection criteria that will be considered during the evaluation process:

- The consultant's experience and demonstrated success in performing comparable work;
- The consultant's knowledge of and experience in organizational assessment and organizational development;
- Experience in program design, project budget management and implementation;
- The consultant's capacity to manage the scope of the project
- The consultant's knowledge and understanding of the issues influencing young children and families in LA County;
- Thoroughness, viability, and quality of the consultant's proposal;
- The consultant's abilities in project planning and management;
- Appropriateness and cost-effectiveness of the proposal budget.

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 submission process and project implementation and to any contracts that result from the submission and implementation of the project/proposal. The contractor will need to comply will all of the provisions in the attached sample contract (See Sample Contract).

A. Conflict of Interest

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



or accept employment and/or compensation from any COMMISSION collaborator or Contractor without the prior written consent of the COMMISSION.

B. Compliance

Current/Former grantees and/or Contractors must be in good standing and in compliance with all aspects of their contract with the COMMISSION in order to be eligible to apply for the current Request for Qualifications (RFQ). The COMMISSION may deem an applicant ineligible if it finds in its reasonable discretion, that applicant has done any of the following, including but not limited to: (1) violated any significant terms or conditions of Grant Agreement/Contract; (2) committed any act or omission which negatively reflects on Applicant's quality, fitness or capacity to perform services listed in RFQ with the COMMISSION or any other public entity, or engaged in a pattern or practice which negatively reflects on the same; (3) committed an act or offense which indicates a lack of business integrity or business dishonesty; or (4) made or submitted a false claim against the COMMISSION or any other public entity.

C. Contract Information

1. The COMMISSION may, at its sole discretion, reject any or all submissions in response to this RFQ. The COMMISSION also reserves the right to cancel this RFQ, at its sole discretion, at any time before execution of a contract. The COMMISSION shall not be liable for any costs incurred in connection with the preparation of any submissions in response to this RFQ. Any cover letters, résumés and/or curriculum vita, including attached materials, submitted in response to this RFQ shall become property of the COMMISSION and subject to public disclosure.
2. The agency/organization submitting an application agrees that by submitting an application it authorizes the COMMISSION to verify any or all information and/or references given in the application.
3. The COMMISSION reserves the right, after contract award, to amend the resulting contract, scope of work, and any other exhibits as needed throughout the term of the contract to best meet the needs of all parties.
4. The COMMISSION reserves the right to request additional financial information to verify applicant's past and current financial status. This information includes, but is not limited to: the most recent independent audit ending Calendar Year 2009 Fiscal Year June 30, 2009, Cash Flow Statement, Statement of Activities (Income Statement), and Statement of Financial Position (Balance Sheet).
5. Consistent with the intent of Proposition 10: California Children and Families Act of 1998, no monies for this Project may be used to supplant Federal, State, County and/or other monies available to the organization for any purpose. Activities funded under this proposal must be new or enhancements to existing activities.
6. The award of a contract by the COMMISSION to an individual/agency/organization that proposes to use sub contractors for the performance of work under the contract resulting



from this application process shall not be interpreted to limit the COMMISSION's right to approve subcontractors, assemble teams and/or assign leads. Each applicant will be evaluated independently for added value to the overall team. A copy of executed subcontract(s) related to Program funding must be provided to the COMMISSION.

7. The selected Contractor will be required to sign the contract at least two (2) weeks prior to the intended start date of the contract, as outlined in Terms of Contract section, to assure the timely completion of the signature process by all parties. If the contract is not signed prior to the intended start date, the commencement of any activities under the Exhibit A – Scope of Work will not begin until the contract execution date (the date all parties have signed the contract) and Contractor will not be eligible to obtain reimbursement for any costs incurred prior to the contract execution date, unless otherwise approved by the COMMISSION. If this Contract is not signed within the thirty-day (30) period from the intended start date, the COMMISSION has the right to withdraw the contract award. Any agreed upon changes to the intended start date must be confirmed in writing by both parties.

8. Unless otherwise submitted during the application process, the selected Contractor will be required to submit the required documentation listed on the following Contractor Checklist, which includes, but not limited to, the following documents before the Contract can be fully executed:
 - Agency Involvement in Litigation and/or Contract Compliance Difficulties Form
 - By-laws (if applicable)
 - Articles of Incorporation (if applicable)
 - Board of Directors or List of Partners (as applicable)
 - Signature Authorization Form
 - Form RRF-1 (required and filed annually with the California Attorney General's Registry of Charitable Trusts) and IRS Form 990 (if applicable)
 - Annual Independent Audit for prior fiscal year or calendar year (if applicable)
 - Appropriate business licenses (for vendors or private organizations)
 - IRS Letter of Determination (if applicable) or completed IRS Form W-9
 - Memorandums of Understanding (for any sub-contractors, collaborators, and/or partners listed under Contracted Services and Evaluation sections of Exhibit B – Budget Forms)
 - Certificates of Insurance for all insurance requirements outlined in the contract.

9. Per the COMMISSION's Policy and Guidelines for Hiring Consultants (Section 7), the total composite rate for a Consultant may not exceed \$150 an hour. This means that the total cost of billable hours associated with a contract divided by the total number of hours billed must be equal to or less than \$150. A blended rate is allowable. For example, for a contract totaling \$150,000, a consultant may bill 500 hours for Consultant A at \$200/hour, and 500 hours for Consultant B at \$100/hour, with a total composite rate of \$150/hour (1,000 total hours divided by \$150,000 in billable hours = \$150/hour).



10. The sample contract and contracting requirements are attached (See Sample Contract). If successful, the Contractor will be required to meet all of the terms and provisions set forth in these documents and within the timeframe identified.

Applications must be submitted online at www.first5la.org/FundingCenter

Applicants must also submit one (1) original signed copy of the application cover letter, the First 5 LA “Signature Authorization,” and “Agency Involvement in Litigation and/or Contract Compliance Difficulties” forms to:

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