REDUCING EARLY CHILDHOOD OBESITY (RECO) COLLECTIVE IMPACT EVALUATION: REQUEST FOR PROPOSALS (RFP)

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

RELEASE DATE: August 25, 2014
# TABLE OF CONTENTS

I. TIMELINE FOR SELECTION PROCESS ................................................................. 3

II. BACKGROUND ........................................................................................................... 4

III. BACKGROUND ON FIRST 5 LA REDUCING EARLY CHILDHOOD OBESITY (RECO) INVESTMENTS ................................................................. 8

IV. PROJECT OVERVIEW .............................................................................................. 14

V. SCOPE OF WORK/STATEMENT OF WORK ............................................................. 18

VI. ELIGIBILITY .............................................................................................................. 24

VII. SUMMARY OF DESIRED QUALIFICATIONS ......................................................... 24

VIII. TERMS OF PROJECT ............................................................................................. 25

IX. SELECTION PROCESS AND REVIEW CRITERIA .................................................. 25

X. REQUIRED DOCUMENTS ....................................................................................... 28

XI. CONTRACTUAL CONSIDERATIONS ..................................................................... 29

XII. APPEALS POLICY ................................................................................................. 32

XIII. APPENDICES ....................................................................................................... 33
I. TIMELINE FOR SELECTION PROCESS

<table>
<thead>
<tr>
<th>ACTIVITY</th>
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<td>Information Session Webinar</td>
<td>September 3, 2014</td>
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<tr>
<td>Final date to submit questions and requests for additional information</td>
<td>September 15, 2014</td>
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<td>September 22, 2014</td>
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<td>Application Due</td>
<td>October 3, 2014</td>
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<td>Finalists Notification</td>
<td>October 27, 2014</td>
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<td>Oral Presentations</td>
<td>November 11-12, 2014</td>
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<td>Final Award Notification</td>
<td>December 5, 2014</td>
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<td>January 2015</td>
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<td><strong>Contract Start Date</strong></td>
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All questions and requests for additional information regarding this RFP must be received in writing by First 5 LA via email to Pegah Faed (pfaed@first5la.org). To ensure that all potential applicants receive the same information, questions and responses will be posted on the RFP webpage http://www.first5la.org/Reducing-Early-Childhood-Obesity-Collective-Impact-Evaluation-RFP. Generally, questions will be responded to on an ongoing basis. Responses to all questions submitted on or before the September 15th, 2014 deadline will be posted no later than September 22nd, 2014. First 5 LA reserves the sole right to determine the timing and content of the responses to all questions and requests for additional information.

INFORMATION SESSION

First 5 LA will host an Information Session Webinar on Wednesday, September 3, 2014 from 10:00 – 11:00 a.m. PDT. If you plan to attend the information session please contact Pegah Faed at pfaed@first5la.org no later than September 2, 2014 to RSVP and obtain the log-in information.

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1 Note: Dates are subject to change at First 5 LA’s sole discretion.
II. BACKGROUND

First 5 LA — “Champions for Our Children”

In 1998, California voters passed Proposition 10, which levied a 50-cent per pack tax on all tobacco products. The resulting tax revenues were earmarked for the creation of a comprehensive system of information and services to advance early childhood development and school readiness within each county in California. In Los Angeles County, the First 5 LA Commission was formed as a public entity to develop and oversee various early childhood initiatives and to manage the funding from Proposition 10. Since 1998, First 5 LA has invested more than $1 billion to support programs, initiatives, research, partnerships, public education and other endeavors in all four of its goal areas:

- Children are born healthy
- Children maintain a healthy weight
- Children are safe from abuse and neglect
- Children are ready for kindergarten

The First 5 LA FY 2009-2015 Strategic Plan

In 2009, First 5 LA’s Board of Commissioners adopted a new strategic plan (as amended) to guide its investments through June 2015. The plan, Strengthening Families and Communities in L.A. County, marked a significant evolution in First 5 LA’s approach to grantmaking. It was later amended by the Commission to include additional countywide initiatives developed in 2010. In addition to a countywide approach that focuses on policy change, public education, workforce development and other strategies, the strategic plan (as amended) also commits a sizeable portion of funds to improve the well-being of children in specific geographic communities.

The Commission selected 14 Best Start communities based on lessons learned from First 5 LA’s first decade and research, which shows the influential role of safe and supportive neighborhoods in a young child’s quality of life.

This combined place-based and countywide approach is intended to concentrate First 5 LA’s limited resources in areas of high need and to support the sustainability of those efforts over time. The strategic plan (as amended) will allow First 5 LA to continue focusing on strengthening families while deepening our commitment to fostering a community’s ability to create and sustain safe and nurturing places for children to grow.

Figure 1: First 5 LA Prioritized Pathway

The strategic plan (as amended) identified a pathway for First 5 LA investments that leads to our desired outcomes for children, families and communities in our four goal areas.
The Place-Based Approach, *Best Start*

First 5 LA’s place-based approach focuses on the *places* where families live — combining strategies to strengthen families with those that build community capacity to create and sustain thriving and healthy environments for all children. Focused on 14 traditionally underserved communities in LA County, *Best Start* is an important part of First 5 LA’s Strategic Plan for 2009-15. Through *Best Start*, First 5 LA seeks to help improve the lives of young children and their families by positively impacting the systems they participate in and the environments in which they live, learn and play.

In late June of 2013, the First 5 LA Board of Commissioners endorsed the Building Stronger Families (BSF) framework to sharpen the focus of the work of *Best Start* as it moves forward. The BSF framework is strongly supported by research and promising practices and makes clear the results being sought and how to achieve those results through place-based work.

At the heart of the framework is the belief that if families are strong and communities are family-supporting, children will have better long-term outcomes.
"Strong families" are those that support and promote optimal child well-being. Research and evidence-based practices have identified key characteristics of a “strong family.” These characteristics, which relate to parents and expectant parents, are also known as family strengthening “protective factors”. Rooted in these protective factors, three core family results of the BSF framework are:

- Families demonstrate resilience, parental knowledge, and positive relationships that support their children’s social and emotional competence.
- Families participate in positive social networks that provide multiple opportunities for mutual support and leadership development.
- Families access concrete supports in times of need.

Strategies that promote strong families are those that build and support the ability of parents to effectively care for and promote the healthy development, school readiness and well-being of young children.

“Family-supporting communities” are communities that engage parents, residents, CBOs, businesses and other community partners to support families and optimal child development. The three core community results of the BSF framework are:

- Neighborhoods and communities establish a common vision and act collectively to:
  - Improve the policies, services and environments that build family protective factors.
  - Influence the availability and quality of concrete services.
- Neighborhoods and communities support and sustain environments that:
  - Promote positive, regular social interaction for families
  - Encourage social interaction and promote healthy living.
- Neighborhoods and communities develop and sustain services and supports that meet family needs.

In June of 2013, the First 5 LA Board of Commissioners approved criteria to guide the selection of activities to support community progress toward the BSF framework’s three core family and three core community results:

- Alignment with the current strategic plan’s defined investment areas
  - Direct Services (Family Strengthening)
  - Community Capacity Building
  - Systems Improvement
- Evidence-based or promising practices related to the Building Stronger Families framework core family and community results
- Outcomes of the activity are achievable in 5-10 years
- The activity offers the potential to mobilize resources and enhance sustainability.
The Best Start Community Partnerships represent an important First 5 LA-supported activity to promote relationship- and capacity-building among parents and diverse community stakeholders to improve outcomes for children in Best Start communities. These partnerships consist of parents, civic and business leaders, members of the clergy, representatives from community-based organizations and others working together in support of young children and families in each of the 14 Best Start Communities.

The Systems Connection

First 5 LA’s approach to building stronger families – grounded in evidence-based attributes known as the “protective factors” – represents a systematic way to impact large numbers of young children and their families. By working to incorporate these factors into existing programs and services – such as early childhood education - First 5 LA and its Best Start community partners can contribute to change in organizational policy and practice across different systems and settings community- and county-wide. By working collaboratively with both county agency and Best Start community partners, First 5 LA can help facilitate and promote learning and linkages across communities and systems and alignment of results for families.

Best Start communities exist in and are supported by a broader context of systems, policy and funding. This includes the mandates and structures through which health and human services are provided in LA County, as well as the economic, philanthropic, and policy environment and the public will around issues related to children and families. Strong, coordinated and responsive systems and investments are critical to responding to gaps in services and supports that meet family needs, including high quality services and opportunities for economic and educational success. Informed by the work of Best Start community partnerships, First 5 LA’s grantees and its governmental, philanthropic, business and other partners will work together to ensure that the systems, policy and funding context supports Best Start’s contributions and, together, “move the needle” to strengthen families and improve results for children.

Countywide Approach

The strategic plan (as amended) recognizes the critical role of strong, coordinated and responsive systems in supporting families and improving outcomes for children prenatal through age 5. These systems include the actual structures through which health and human services are provided in L.A. County, as well as less formalized systems. By focusing on countywide systems improvement and change, countywide investments can have an impact beyond the children in the 14 Best Start communities. At the same time, this approach will help improve the sustainability of the place-based approach and outcomes. First 5 LA understands that enduring systems changes are most successful when they are informed by — and grow out of — community-based experience and concrete evidence regarding models that strengthen families and improve outcomes for children, such as those we will be supporting in the Best Start communities.

The countywide approach is a comprehensive effort through a variety of programs, strategies and initiatives. The strategic plan (as amended) incorporates seven specific
countywide strategies, including public policy, public education, resource mobilization, workforce development, data systems integration and health access. In addition, First 5 LA is supporting an array of countywide investments in areas such as universal screening and assessment of newborns, early care and education workforce development, nutrition and physical activity programs for families and in child care facilities, and parental support projects. Among other strategies, First 5 LA supports efforts to increase access to health care and insurance for pregnant women, children and their families; provide telephonic or online and printed resource directories for families; and enhance the impact of our investments with effective, strategic partnerships.

III. BACKGROUND ON FIRST 5 LA REDUCING EARLY CHILDHOOD OBESITY (RECO) INVESTMENTS

Obesity is linked to numerous health risks, including diabetes, high blood pressure, elevated cholesterol and asthma, as well as a reduced quality of life associated with social marginalization and discrimination. These risks are magnified when being overweight or obese begins earlier in life. Nearly one third of low-income, preschool-aged US children are overweight or obese. If the epidemic is not reversed in Latino and African American communities, one out of every two children born will develop diabetes in their lifetime.

*Children maintaining a healthy weight* is one of First 5 LA’s four goal areas. First 5 LA has approved over 64 million dollars, the largest combination of investments to date in Los Angeles County in an effort to reduce early childhood obesity. These investments are designed to target three overall outcome areas:

- Increase knowledge and improve behaviors
- Make environmental improvements in multiple sectors
- Strengthen policies and systems

Ultimately, these changes will benefit large segments of the County, reach deep into communities to reduce health-related disparities, and improve conditions for those most severely impacted by the obesity epidemic.

There are fifteen investments in three different departments--Program Development, Policy, and Community Investments--as part of First 5 LA’s portfolio of investments aimed at reducing early childhood obesity in LA County (See Appendix A). First 5 LA’s Reducing Early Childhood Obesity (RECO) investments target multiple domains (See Table 1).

<table>
<thead>
<tr>
<th>Program</th>
<th>Individuals</th>
<th>Community &amp; Environment</th>
<th>Policy &amp; Systems</th>
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<td>Tot Parks and Trails</td>
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<td>Community Coalition: Healthy Food &amp; Safe Space Access</td>
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<td>SAFE for APIs</td>
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<td>California Food Policy Advocates: Nutrition for Los Angeles</td>
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<td>Community Healthy Councils: Assessing Sweetened Beverage Tax Proposal and Alternatives</td>
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<td>Occidental College Urban and Environment Policy Institute: Policies to increase access to healthy, local and affordable food</td>
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<td>Western Center on Law and Poverty</td>
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Reducting Early Childhood Obesity Collective Impact Evaluation
First 5 LA RECO investments use a variety of strategies to target early childhood obesity, including training, media campaigns, support groups, financial incentives, protocol changes, policy change and changing the built environment (see Table 2).

<table>
<thead>
<tr>
<th>Program</th>
<th>Training/Education</th>
<th>Media Campaigns</th>
<th>Support Groups</th>
<th>Financial Incentives</th>
<th>Protocol Change</th>
<th>Policy</th>
<th>Change Built Environment</th>
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*Blue rows: Program Development Department Initiatives
Green rows: Policy Department Initiatives
Purple rows: Community Investment Department Initiatives

There is a wide range of allocations throughout the First 5 LA RECO investments over various timeframes. In considering the collective impact of the RECO investments, it is important to consider these factors (see Table 3).
The various RECO investments are summarized below.

1. **Early Childhood Obesity Prevention Initiative**

   Early Childhood Obesity Prevention Initiative (ECOPI) is the largest of the RECO investments with an approximate $41 million investment made over 4 years. There are three branches to the investment: Choose Health LA Kids (CHLA), LA Reducing Obesity in Child Care Settings (LA ROCCS), and LA Managing Obesity in Moms (LA MOMS). These projects will contribute to the adoption, implementation, and strengthening of policies and systems and environmental changes in multiple sectors including government agencies, businesses, health care, and other community settings. These changes will benefit large segments of the county population.

   - **Project Start Date:** July 1, 2012
   - **Project End Date:** June 30, 2016

2. **Tot Parks and Trails**

   This project aims to upgrade, develop, or enhance toddler playground facilities as well as upgrade and/or create stroller trails. It targets park-deficient communities across the County and aims at developing ADA compliant, developmentally appropriate play spaces for children ages 2-5. This project will encourage greater use of parks and provide opportunities for physical activities for toddlers and their caregivers.

   - **Project Start Date:** May 1, 2012
   - **Project End Date:** June 30, 2015
3. **Community Coalition: Healthy Food & Safe Space Access**

The Community Coalition for Substance Abuse Prevention advocates for a community-informed policy to increase the availability of fresh fruits and vegetables in the King Estates neighborhood. This project aims to secure annual public resources to support summer and year-round educational and recreational programming at King Park in the neighborhood and to maintain the space as a safe place for children and families to play and exercise.

  - Project Start Date: March 15, 2013
  - Project End Date: June 30, 2016

4. **Asian and Pacific Islander Obesity Prevention Alliance: SAFE for APIs**

The Asian and Pacific Islander Obesity Prevention Alliance aims to improve the physical environment and programming at parks used by the Asian Pacific Islander families of 0-5 year olds to encourage physical activity by those families.

  - Project Start Date: March 1, 2010
  - Project End Date: February 28, 2015

5. **California Food Policy Advocates: Nutrition for Los Angeles Families**

The California Food Policy Advocates work to increase the number of 0-5 year olds enrolled in the Cal Fresh program in LA County. This is done by enhancing enrollment procedures for applicants not applying at an office in person; by guaranteeing Medi-Cal and Healthy Families recipient are enrolled in Cal Fresh; and by utilizing ECE facilities as enrollment points for Cal Fresh.

  - Project Start Date: March 1, 2012
  - Project End Date: February 28, 2015

6. **Community Health Councils: Assessing Sweetened Beverage Tax Proposal and Alternatives**

Community Health Councils will be examining policy avenues for reducing sugar sweetened beverages consumption among communities of color in LA County. They will utilize four strategies – 1) conduct a health impact assessment 2) explore policy strategies 3) develop policy recommendations to advance issue 4) inform and mobilize community stakeholders in support of policy adoption.

  - Project Start Date: March 1, 2012
  - Project End Date: February 29, 2016

7. **Occidental College Urban and Environment Policy Institute: Policies to increase access to healthy, local, and affordable food**

Occidental College Urban and Environment Policy Institute works on development of a policy, advocacy and educational project aimed at substantially increasing the availability of locally grown and affordable fruits and vegetables at multiple access points for low-income preschool aged children and their families. This will be done
through policies that encourage mobile health food options, WIC vouchers at farmer's markets, and programs that encourage healthy eating in early childhood education settings.

Project Start Date: March 1, 2012
Project End Date: February 28, 2017

8. **California Center for Public Health Advocacy**

The California Center for Public Health Advocacy will work with cities in LA County that recently passed nutrition standards, due to previous leadership by the Center, to reinforce and properly implement those standards. In addition, they will replicate their efforts to pass similar nutrition standards in additional target cities in the County.

Project Start Date: March 1, 2012
Project End Date: February 28, 2015

9. **Public Counsel**

Public Counsel conducts research, develops recommendations, and disseminates those recommendations to policymakers in the Southeast LA County Cities on zoning and land use policies that promote access to childcare and child friendly green space. They also advocate for changes to zoning regulations and general plans in those cities to make it easier for child care facilities and green space to be developed and located in the Southeast LA County Cities.

Project Start Date: March 1, 2012
Project End Date: February 28, 2017

10. **Western Center on Law and Poverty**

The Western Center on Law and Poverty works on simplifying regulations to increase access to Cal Fresh for 0-5 year olds. The goal is to advocate to ensure CalWORKS programs effectively support pregnant women and children 0-5 by reducing barriers to receiving benefits including access to child care, health care, and home visiting services.

Project Start Date: March 1, 2012
Project End Date: February 29, 2016

11. **Child Care Law Center**

The Child Care Law Center aims to advocate to streamline child care subsidies by: 1) simplifying eligibility, enrollment and retention processes to help low income families with young children obtain and retain child care subsidies; and 2) improving health and safety regulatory practices in licensed child care settings, with a particular focus on nutrition to help combat childhood obesity.

Project Start Date: March 15, 2013
Project End Date: March 14, 2018
12. Breastfeeding Taskforce of Greater Los Angeles

The Breastfeeding Taskforce of Greater Los Angeles aims to provide technical assistance support for hospitals to achieve baby-friendly status and to advocate expanding and streamlining Medi-Cal regulations that support low income mothers’ efforts to breastfeed.

- Project Start Date: July 1, 2008
- Project End Date: February 28, 2014

13. Healthy Food Access Initiative

There are two components to the Healthy Food Access Initiative: Community Gardens and Fruit and Veggie Voucher Program.

- The Community Gardens are designed to provide communities with the opportunity to develop the infrastructure to grow and consume fruits and vegetables in an effort to support obesity prevention, increased food security, provide physical activity and support community cohesion.
  - Project Start Date: April 1, 2012
  - Project End Date: March 30, 2017

- The Fruit and Veggie voucher program has been introduced through WIC and various community-based activities to encourage low-income families to purchase healthier food options. The purpose of the First 5 LA fruit and veggie voucher program is to promote the purchase and consumption of fruits and vegetables by leveraging existing programs at Farmer’s Markets and other certifiable programs.
  - Project Start Date: 2014
  - Project End Date: 2018

14. FreshWorks Fund

First 5 LA established a strategic partnership with Capital Impact Partners for a total amount of $2,000,000 to create and administer a healthy corner store conversion program in conjunction with the California FreshWorks Fund. Additionally, First 5 LA will invest $100,000 to contribute toward the evaluation of FreshWorks. The program will target the nearly 13,000 children under the age of 5 that reside in the 29 food desert census tracts located in Los Angeles County.

- Project Start Date: February 14, 2014
- Project End Date: 2017

15. 50 Parks

First 5 LA established a strategic partnership with the Los Angeles Park Foundation (LAPF) to develop, construct, and maintain three neighborhood parks in the Broadway-Manchester and Pacoima Best Start Communities as part of the City of Los Angeles 50 Parks Initiative. This investment allowed the Commission to leverage an additional $1 million in public and private dollars to support this project, creating walkable parks designed specifically for young children and their families.

- Project Start Date: April 26, 2012
IV. PROJECT OVERVIEW

A. Focus of the Evaluation

First 5 LA is seeking a contractor to design and conduct a collective impact evaluation of the early childhood obesity prevention investments that aim to reduce the prevalence of childhood obesity in Los Angeles County. The evaluation should serve the following purposes:

- Describe the reach of First 5 LA investments (e.g. who was served, how many, and to what extent?) and identify those who still need to be targeted (e.g. non-WIC participants)

- Assess how these investments impacted individual, community, and systemic/policy-level change and the interaction of these three domains.

- Estimate the economic impact of investing in various intervention efforts from multiple perspectives (e.g., health care sector, households and families, societal.)

- Assess the added value of First 5 LA obesity-related investment within the context of other First 5 LA investments (such as the place-based investment in Best Start Communities) and non-First 5 LA related efforts in LA County. This objective includes identifying duplicative and complementary efforts.

The primary goal of the Reducing Early Childhood Obesity Collective Impact Evaluation is to determine the overall impact of First 5 LA investments on the rates of early childhood obesity in LA County. In support of this goal, the following outcomes logic model identifies the short-term, intermediate and long-term indicators for the desired outcomes related to all of First 5 LA RECO investments. This logic model (Appendix B) is a preliminary illustration of the key inputs, strategies/activities that will be implemented in the community, the expected short-term indicators of change (which are parallel to the outcome objectives), intermediate impacts, long-term impacts, and overall goals that are shared across the all fifteen investment strategies.
The overarching goal of all First 5 LA investments is to reduce the prevalence of childhood obesity rates in LA County with a strategic focus on populations most impacted by the epidemic. More specifically, there is a concerted focus on reducing health-related disparities in low-income communities and among Latino and African American children where obesity rates are disproportionately higher. The long-term goals target families and caregivers of children ages 0-5 across three interconnected domains or strategy areas.

The first strategy area, Knowledge, Behavior, Attitude Change focuses on individual-level knowledge, attitudes, and behaviors regarding nutrition and physical activity. Secondly, these efforts seek to create and promote healthy Environments, or community-level change by impacting the environments and spaces (e.g., restaurants, childcare settings) where children and families live, learn, and play. For example, one strategy is to educate childcare providers to incorporate healthier food options and physical activity into daily practices. Thirdly, these prevention efforts seek to make a broader impact by influencing Policy, Systems and Sustainability. Systems that are targeted by early obesity prevention efforts include healthcare systems and childcare systems. This strategy area focuses on changing the formal procedures and policies within these systems that address children’s health. For example, one strategy is to target health clinics to improve the protocols for tracking BMI and other obesity-related indicators.
### Table 4. Key Outcome Areas

<table>
<thead>
<tr>
<th>Knowledge, behavior, attitude change</th>
<th>Change individual-level knowledge, attitudes, and behaviors re: healthier eating, breastfeeding, and physical activity practices among children age 0-5 and their families.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthy Environments</td>
<td>Improving access, options, and availability of healthier food and physical activity opportunities in the daily environments of children ages 0-5 and their families.</td>
</tr>
<tr>
<td>Policy, Systems &amp; Sustainability</td>
<td>Creating sustainable systems (settings, practices and policies) that support maintaining a healthy weight and physical activity of children ages 0-5 and their families.</td>
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</tbody>
</table>

Based on the above mentioned outcome areas, First 5 LA is interested in three possible categories for measurable outcomes.

- **Category 1: Health Outcomes**
  - Examples: Body Mass Index (BMI), asthma trends

- **Category 2: Knowledge, Attitudes & Behavior Change Outcomes**
  - Examples: Intake of soda and fast foods, etc.

- **Category 3: Environmental Outcomes**
  - Examples: Number of policies passed, number of grocery store makeovers, changes in food environment, etc.

Applicants are encouraged to develop implementation metrics that measure progress and impact across all of the selected investments. First 5 LA also encourages applicants to propose additional categories and metrics that are relevant to this work.

First 5 LA decided to use a comprehensive approach to evaluating the RECO investments instead of commissioning separate evaluations of each program. While some of these investments do have separate evaluations, there isn’t an evaluation investigating the collective impact of all investments. This was driven primarily by the fact that though many of these investments are using varying (yet overlapping) strategies and in some cases serving distinct segments of the population of LA County, the programs all aim to achieve one of First 5 LA’s main goals of children maintaining a healthy weight.

**B. Evaluation Questions**

The evaluation of early childhood obesity prevention efforts will take into account the complex nature and interacting effects of various factors and influences. It seeks to capture the impact of the initiative across three primary domains:

- Individual (parents and caregivers)
- Community/Environment (providers, businesses, and institutional partners)
- Policy/Systems (policies and legislation)
The evaluation of these domains will be guided by a set of questions tailored to evaluate the collective impact all First 5 LA investments have made. These questions can be found bulleted below.

- What is the collective impact of these investments?
- What is the impact of systemic/policy change on individuals and community settings/environments?
- How does individual-level change impact community settings/environments and systemic change?
- What is the role of community settings in bringing forth policies and practices?
- What is the interaction between interventions? Is the target population being exposed to different (yet similar) intervention efforts? What is the relative impact of these interventions?
- Are individual, community and systems level changes sustained over time?
- What other contextual factors may influence the impact of the initiative across the three domains?
- What is the size and focus of each investment? What is the cost of each intervention? Is one more effective at a lower cost? How were resources used?

Additional guiding evaluation questions can be found in Table 5 below, which outlines questions for applicants to consider with respect to each of the outcome areas.

<table>
<thead>
<tr>
<th>Table 5. Guiding Evaluation Questions</th>
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<tbody>
<tr>
<td><strong>Strategy Area</strong></td>
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</table>
| Knowledge, Attitude & Behavior Change | - Who (and how many people) is/are targeted by these interventions? To what extent (intensity) did the target population receive these interventions?  
- What are the target population’s barriers and facilitators of change?  
- To what extent did the target population gain knowledge regarding healthier eating and physical activity practices?  
- To what extent did the target population change their efficacy, attitudes and social norms about healthier eating and physical activity practices?  
- To what extent did the target population change their behaviors regarding healthier eating and physical activity practices?  
- To what extent has the overall prevalence of obesity among children 0-5 changed?  
- What are some unanticipated/unintended individual-level outcomes? |

*Change knowledge, attitudes, and behaviors re: healthier eating and physical activity practices among children ages 0-5 and their families*
A comparison of First 5 LA’s Best Start Communities to non-Best Start communities is another possible approach for evaluation. Of particular interest to First 5 LA is an understanding of what impact First 5 LA's investments in early childhood obesity prevention initiatives has had in childhood obesity prevalence rates in Los Angeles County. The set of proposed evaluation questions will be further refined and finalized after the contract award in collaboration with input from First 5 LA and RECO program staff. Applicants are encouraged to combine, rephrase and/or propose complementary evaluation questions that fit within the scope, timeframe and available funding for this project in the proposal narrative.

C. Collaboration with Los Angeles County Department of Public Health

The Los Angeles County Department of Public Health (LACDPH) plays an active role in the early childhood obesity prevention landscape within Los Angeles County and the state, as the largest health department in California. LACDPH is an important partner and champion in First 5 LA’s efforts to evaluate the collective impact of investments related to reducing early childhood obesity. Additionally, LACDPH has extensive capacity and expertise to support the selected contractor throughout this contract. Collaboration with LACDPH and program specific evaluators will be a critical component of the selected contractor’s work.

V. SCOPE OF WORK/STATEMENT OF WORK

A. Evaluation Phases

Applicants can consider the following project phases to assist in planning and project design. The timelines and tasks included in the table below are suggestions and applicants are encouraged to provide additional suggestions in their proposal narrative.
### Phase 1: Research & Planning

**Timeline: 8 months**
- Convene team.
- Conduct assessment of the geographic/population-setting overlap of First 5 and other major funding investments that address obesity and related outcomes (investment inventory).
- Develop a comprehensive conceptual framework for obesity reduction strategies and map current First 5 LA investments to this framework in an effort to identify synergies and gaps.
- Conduct a comprehensive review of all available data sources (e.g., surveillance systems, First 5 LA grantee program data) and identify of highest priority needs for additional data collection activities.
- Finalize a comprehensive evaluation plan, including indicators (adapt or develop measures), methods and data sources to be used. Use of multiple methods and data sources is encouraged.

### Phase 2: Data Collection and Analysis

**Timeline: 18 months**
- Implement evaluation methods outlined in evaluation plan.
- Collect, synthesize and analyze data outlined in evaluation plan.

**Timeline: 12 months**
- Completion of in-depth analytic assessments, to align with prioritized evaluation questions, for example,
  - Simulation modeling (e.g., systems dynamics modeling, microsimulation modeling or agent-based modeling, others as they apply)
  - Economic analyses (e.g., cost-benefits, return on investment)
- Network analyses

### Phase 3: Results Dissemination

**Timeline: 6 months**
- Develop products for targeted audiences, including reports, policy briefs, etc.

## B. Major Tasks

In order to successfully design and conduct the Reducing Early Childhood Obesity Collective Impact Evaluation, First 5 LA expects the contractor to complete, at a minimum the tasks outlined below. These tasks, as well as any additional tasks proposed by the applicant, should be included in the proposal narrative and the proposed scope of work. Applicants are encouraged to revise, expand, and otherwise edit the tasks in their project proposal as long as they remain consistent with the overall project purpose, goals and available funding.
Task A: Orientation and Planning Meeting

The contractor will plan and facilitate a three-day in-person meeting within 14 days of contract execution. The purpose of the meeting is to learn more about the program, make key decisions about the study, and identify action items and next steps. Participants on day 1 and 2 will include First 5 LA staff and contractors representing all First 5 LA investments related to nutrition and physical activity included in this evaluation. Activities on these days will consist primarily of presentations, Q&A and discussions to increase understanding of the programs and the proposed evaluation. The selected contractor will present the proposed approach while representatives from each program will deliver a presentation describing their program, implementation, and programmatic issues. There should be ample opportunity for Q&A and discussion following presentations.

Participants on day 3 will include the selected contractors for this evaluation and First 5 LA staff. On day 3, we will review and discuss key design, methodological and logistical issues based on the needs of the study and make decisions and trade-offs as needed. At least one week prior to the first day of the meeting, the contractor should work with First 5 LA staff to finalize the agenda. Two weeks following the meeting, the contractor should generate a memo summarizing key decisions, action items and agreed upon changes to the original proposal.

Task B: Background Research and Planning

The contractor will engage in various efforts to better understand the RECO investments and available data sources. The contractor will conduct an assessment of the geographic/population/setting overlap of First 5 LA and other major funding investments that address early childhood obesity and develop an investment inventory. Additionally, to identify synergies and gaps in investments, the selected contractor will develop a comprehensive conceptual framework for obesity reduction strategies and map current First 5 LA investments to this framework. To help inform the evaluation plan, the contractor will also conduct a comprehensive review of all available data sources (e.g. surveillance systems, First 5 LA grantee program data) and identify of highest priority needs for additional data collection activities.

Task C: Develop the evaluation plan

The purpose of the evaluation plan is to document and describe how the study will be conducted including study design, sampling, recruitment, informed consent, measurement, data collection procedures, data analysis, etc. The evaluation plan will be a revised and expanded version of the original proposal based on information, discussions and decisions made during the orientation and planning process (Task A).

The evaluation plan and all other deliverables are subject to the First 5 LA’s Quality Assurance (QA) process. A detailed description of First 5 LA’s QA process can be found in Appendix C. The process requires a minimum of three weeks, and the selected contractor should build in adequate time for First 5 LA staff and the QA team to provide feedback. The evaluation plan will not be accepted until it has been approved by First 5 LA’s QA team.
**Task D: Obtain IRB approval**

The selected contractor will prepare and submit an Institutional Review Board (IRB) application through an established IRB. The contractor is fully responsible for securing and maintaining IRB approval for the study and should budget for IRB-related costs. Instruments and consent forms should be reviewed by First 5 LA prior to submission to the IRB.

**Task E: Recruit and enroll participants**

Based on decisions and agreements made during the planning phase of the study, the contractor will recruit and enroll members from each First 5 LA investment related to reducing early childhood obesity to participate in the study. The contractor will meet with First 5 LA and representatives of the programs to plan for and coordinate the participant outreach and recruitment for the study. The contractor will be expected to develop a written recruitment plan that specifies how they will coordinate with staff from each investment. The contractor will also write a brief summary of outreach activities and enrollment results. Progress and issues should be communicated to First 5 LA through regular meetings, memos and monthly progress reports.

**Task F: Collect Data**

The contractor will determine the final assessment and develop multiple databases (if necessary) to house the data. Once the measures and data sources have been determined, the contractors should plan to train data collectors as needed and will need to submit the training plan and materials. The contractor should also document the safeguards and checks that will be put in place to ensure the quality, accuracy and confidentiality of the data.

The contractor will be responsible for all aspects of sampling and data collection for the study. However, if the contractor partners with another institution or agency who may have portions of the data needed, they may arrange to access those data in lieu of collecting it themselves. If qualitative methods are proposed, the applicant must provide plans for collection and storage of that data. Updates regarding data collection should be provided at bi-weekly meetings and in monthly reports. In addition, there should be a year-end summary of data collection.

The final dataset or datasets and respective codebooks (draft and final) must also be provided. The data, stripped of individual identifying information, will be submitted to First 5 LA in an acceptable format along with a codebook no less than 30 days prior to the contract end date. **The contractor must ensure that the consent process is reflective of the ultimate goal of having a final data set that can be used internally by First 5 LA and would not be limited to exclusive use by the contractor.** Together, First 5 LA and the selected contractor will determine if and there is need for suppression of variables, especially any low frequency variables that may risk compromising confidentiality.
The data codebook must have sufficient information such that someone outside of the project would understand and be able to use the data set. The elements of the codebook should include:

- Variable names, labels, and definitions of each variable in the data set, including scale and min/max information for each of the variables
- Definitions and clearly documented procedures for any constructed variables
- Indices are created where applicable such that separate data sets can be linked
- Adequate documentation of how and when any variable suppression was done

The selected contractor must be willing to agree to joint ownership of intellectual property for works created during the performance of the Contract as well as data and information collected by Contractor, and both parties shall require consent of the other party prior to dissemination of data and information. These provisions can be found in Sections X.A.1 and XI of the contract (See Appendix D for a sample contract).

**Task G: Analysis**

The contractor will analyze the data according to the evaluation plan and develop a memo summarizing preliminary findings along with data tables and figures. The analysis is expected to be multidisciplinary and applicants should consider proposing, not only statistical analyses, but also development of simulation models, as well as qualitative analyses. If development of a simulation model is proposed, the applicant should use the statistical analysis to estimate model parameters. The model should incorporate as much information as possible derived from data collection. This model will become intellectual property jointly shared between the selected contractor and First 5 LA.

**Task H: Disseminate study findings**

The contractor will work closely with First 5 LA staff to disseminate study findings. Interim findings will be reported on an annual basis and a final, summative report will be produced at the end of the study. In addition to generating written reports, the contractor will provide oral presentations of study findings using PowerPoint or a similar application to at least two distinct audiences: First 5 LA R&E staff and staff of First 5 LA’s included investments. Dissemination products and reports will undergo review through the First 5 LA QA Process (See Appendix C).

**Task I: Manage the overall project**

During all phases of the contract, the contractor will provide monthly progress memos to First 5 LA. The progress memo should be organized by task and provide updates on progress as well as any obstacles or issues encountered and next steps. The contractor is also expected to plan and facilitate regular conference calls with the First 5 LA project team. The selected contractor will be responsible for drafting meeting agendas and summarizing discussion and action items.
C. Additional Activities

The applicants may propose other activities or deliverables in support of the goals of this evaluation. In addition, First 5 LA may require the selected contractor to perform additional activities related to the work described above. These activities may be incorporated in a revised design and analysis plan, budget and scope of work as appropriate. The contractor will furnish the necessary personnel, materials, services, and otherwise do all things necessary to performing this study, unless otherwise stated in this document.

D. Overview of Tasks and Deliverables

The table below provides a recap of tasks and likely deliverables for the Reducing Early Childhood Obesity Collective Impact Evaluation. The information in this table is preliminary and subject to change.

<table>
<thead>
<tr>
<th>Task</th>
<th>Deliverable(s)*</th>
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<tr>
<td>Task A: Orientation and planning meeting</td>
<td>Agenda</td>
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<td>PowerPoint</td>
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<td>Presentation</td>
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<td>and handouts</td>
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<td>Summary notes</td>
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<td>Action items</td>
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<td>parties</td>
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<td>Task B: Background Research and Planning</td>
<td>Investment</td>
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<td>Inventory</td>
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<td>Conceptual</td>
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<td>RECO strategies</td>
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<td>Data Source</td>
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<td>Review Memo</td>
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<td>Task C: Develop the evaluation plan</td>
<td>Draft plan</td>
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<td>instruments</td>
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<td>Final plan</td>
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<td>Task D: Obtain IRB approval</td>
<td>IRB application</td>
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<td>IRB approval</td>
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<td>notification</td>
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<td>IRB Protocol</td>
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<td>Task E: Recruit and enroll participants</td>
<td>Recruitment</td>
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<td>enrollment</td>
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<td>Task F: Collect Data</td>
<td>Data collection</td>
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<td>training</td>
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<td>materials</td>
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<td>Data collection</td>
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<td>schedule/timeline</td>
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<td>Summary of</td>
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<td>data collection</td>
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<td>Dataset</td>
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<td>Draft Codebook</td>
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<td>Final Codebook</td>
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<td>Task G: Analysis</td>
<td>Data summaries</td>
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<td>Tables and</td>
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<td>Figures</td>
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<td>Simulation</td>
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<td>Model</td>
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<tr>
<td>Task H: Disseminate study findings</td>
<td>Dissemination</td>
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<td>Plan</td>
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<td>Draft report</td>
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<td>Draft PowerPoint</td>
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<td>Presentations</td>
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<td>Final PowerPoint</td>
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<td>Presentations</td>
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<td>Draft study</td>
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<td>Final study</td>
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<tr>
<td>Task I: Manage overall project</td>
<td>Monthly progress</td>
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<td></td>
<td>memos</td>
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<td></td>
<td>Meeting notes</td>
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*Please note that all deliverable may be subject to a First 5 LA Quality Assurance (QA) review. Payment is contingent upon the completion of deliverables to the satisfaction of the First 5 LA Project and QA teams. Incomplete or unsatisfactory deliverables may be prorated or subject to nonpayment. Please see Appendix B for QA principles, policies, and conflict resolution process.
VI. ELIGIBILITY

Eligible applicants must possess knowledge of collective impact evaluations and simulation modeling skills. Applicants should have experience conducting longitudinal studies and program evaluations. Additionally, due to the multidisciplinary nature of this evaluation, eligible applicants should have personnel with different backgrounds and proven expertise in the analytical skills required. First 5 LA recognizes that the diverse expertise needed to conduct the various segments of this evaluation may not be present in one agency, therefore, we encourage multi-disciplinary team from one or more eligible organizations.

VII. SUMMARY OF DESIRED QUALIFICATIONS

Knowledge
- Familiarity with key characteristics of the early childhood obesity prevention efforts landscape
- Demonstrated understanding of the existing evidence base in terms of key features of effective interventions for reducing early childhood obesity
- Knowledge of contextual, methodological and logistical issues associated with evaluating early childhood obesity prevention efforts.
- Knowledge of collective impact evaluation methodology

Experience
- Experience designing and conducting complex, collective impact evaluations of health related interventions
- Experience in context scans and inventories of investments by intervention/strategy type or dose (strength/intensity)
- Experience developing qualitative data collection tools (e.g. interview protocols)
- Experience in mapping and GIS techniques
- Experience in network or cluster analyses
- Experience with economic analyses (i.e. cost-benefits, simulation forecasting, return on investment)
- Experience working closely and collaboratively with funders and grantees
- Experience collecting and processing quantitative data from a large sample
- Experience with complex statistical modeling and analytic techniques

Other Desired Qualifications
- Multi-disciplinary team from one or more eligible organizations (i.e. economist, statistician, programming analyst, modeler, etc)
- Capacity to work throughout Los Angeles County
- Excellent working relationships with other agencies and institutions conducting this type of work and ability to partner with them
- Understanding of the cultural, linguistic, regional, community, and demographic experience of Los Angeles County
- Effective communication, problem solving, and planning with various agencies
- Experience and knowledge working in Southern California, preferably in Los Angeles County
- Ability to perform other duties which may be deemed necessary and appropriate
VIII. TERMS OF PROJECT

A. Available Funding

The contractor will be compensated based on the final budget developed during the contract negotiation phase. It is anticipated that the Reducing Early Childhood Obesity Collective Impact Evaluation will be carried out over a five year period in an amount not to exceed $3 million. The continuation of this project after June 30, 2015, is contingent upon the project’s alignment with First 5 LA’s new Strategic Plan. Funding for the study is available through the First 5 LA Research and Evaluation allocation. It is expected that the applicants’ budgets will be clearly justified in the budget narrative and will be appropriate to the work proposed.

B. Contract Period

The contractor shall not be authorized to deliver or commence performance of services as described in the application until final execution of the contract (contract must be signed by both parties). Any performance of services commenced prior to obtaining all written approvals by First 5 LA shall be considered voluntary. This initial contract term is for a period of 5 months to align with First 5 LA’s fiscal calendar (July 1 – June 30). Contract renewal and annual budgets are subject to approval by First 5 LA’s Board of Commissioners. First 5 LA reserves the right to either expand or extend this contract or issue a separate RFP to solicit another contractor to complete the additional required work.

IX. SELECTION PROCESS AND REVIEW CRITERIA

A. General Requirements

In order for applications to be considered acceptable and eligible for award, they must be prepared in accordance with the instructions given in this solicitation. In addition, applicants must review the First 5 LA Sample Contract in Appendix D. It is imperative that applicants review the contract language in detail and fully understand contractual obligations should they be selected as the contractor for this project. The selected applicant shall be expected to execute the contract without substantive alteration.

B. Review Criteria

1. Understanding of the Scope of Work (20 points)

- Approach to the project tasks, including explanations and rationales for any suggested modifications
- Demonstrated understanding of key characteristics of the early childhood obesity prevention interventions in general, as well as issues specific to various segments of the population
- Demonstrated understanding of the collective impact evaluation approach
• Demonstrated understanding of the existing evidence base in collective impact evaluations
• Identification of anticipated logistical challenges and a sufficiently-detailed description of how challenges will be addressed or minimized.
• Ability to partner with resourceful entities who are doing or have done collective impact and modeling work before

2. Technical Approach (30 points)

• Logical and clear conceptual framework that address the comprehensive nature of the project.
• Evaluation design and approach to sampling participants
• Approach to data collection and measurement
• Analytic approach and proposed use of external sources of data
• Identification of potential contextual and methodological challenges and approach to addressing or minimizing them.
• Strategies for working with First 5 LA staff, LACDPH staff, program evaluators, and other identified stakeholders

3. Organizational Experience & Proposed Personnel (30 points)

• Staff have experience and qualifications that clearly reflect the range and depth of the requirements outlines in this RFP
• Experience in GIS mapping techniques
• Experience collecting shared measurement across a variety of programs
• Experience conducting longitudinal studies
• Experience building and analyzing large, complex quantitative data sets
• Experience developing relevant simulation models
• Experience and evaluation experience in California, preferably Los Angeles

4. Budget (10 points)

• Tasks assigned to appropriate personnel so as to minimize the cost per deliverable while also maximizing the quality of the output (as explained in the budget narrative)
• A reasonable price per task
• A composite hourly rate for all personnel that does not exceed $150/hour
• Project Budget for the first five months that does not exceed $150,000 and a total budget that does not exceed $3,000,000

5. Project Management (10 points)

• A logical timeline that demonstrates how the project (with all associated deliverables) will be completed within the project period (5 years).
• Evidence of the ability to have a sufficient number of the staff available to accomplish the work including Memoranda of Understanding with any subcontractor for each person proposed on the project (presented separately
by contract year), and a list of all current and projected, outside commitments (listed separately by percent time for each ongoing or proposed project and presented by year) for key staff and consultants who are proposed less than full time to this project.

- Procedures for maintaining quality control and timeliness and conducting regular reviews of the quality of data collected

C. Selection Process

First 5 LA will award the Reducing Early Childhood Obesity Collective Impact Evaluation contract to an applicant based on the multi-stage review process outlined below.

**Level 1 Review:** First 5 LA Staff will review each application to ensure that all applicants submitted the required documents on or before the deadline of October 3rd, 2014 and that basic requirements are met. Basic requirements include: timely receipt of all online documents, adherence to required formats, and inclusion of all applicable attachments and forms. Proposals with omissions of any required documentation are subject to disqualification.

**Level 2 Review:** Depending on the type of organization and/or service, the Contract Compliance Department may conduct a due diligence review in order to determine that the applicants are responsible entities. A responsible entity is one that has responded appropriately and has the capability to comply with all aspects of the solicitation. This department will also ensure that applicants that are current and former contractors/grantees and vendors are not be out-of-compliance with any existing and past Commission contracts.

**Level 3 Review:** A panel of at least three (3) external reviewers will review and score proposal materials, including resumes, using the Reducing Early Childhood Obesity Collect Impact Evaluation Review Tool posted with the RFP (Appendix M). Each reviewer will evaluate the proposals for technical acceptability using a range of scores assigned to each factor. The scores will then be averaged to identify the top scoring applicants. External reviewers will utilize the criteria outlined in the review tool to score proposals and resumes. External reviewers are required to sign a Conflict of Interest and Confidentiality Statement.

First 5 LA reserves the right to conduct financial and due diligence reviews for all or some applicants at any point in the review process.

**Oral Presentations:** The highest scoring applicants will be invited to deliver an oral presentation on November 12-13th, 2014 at First 5 LA. These dates are subject to change at First 5 LA’s sole discretion. Oral presentations will include a presentation of the proposed evaluation and a question and answer session with the interview panel. The presentation of the proposed evaluation shall be limited to 20 minutes. The highest scoring applicant on oral presentations will be the selected...
contractor for this project. Participation in oral presentations will be limited to those who will be working on the contract. Further written materials regarding qualifications may be requested prior to the oral presentation.

The final award notification is anticipated to occur by December 5th, 2014 with an anticipated contract start date of February 1st, 2015. First 5 LA staff and/or Commission reserve the right without prejudice to reject any or all submitted proposals.

X. REQUIRED DOCUMENTS

A. Online Application: Applicants must submit an online application and upload the following documents:

B. Proposal Narrative (maximum 30 pages single spaced): The proposal narrative should describe how the applicant would approach this evaluation, including evaluation design, questions, sample, measures, analytic approach and anticipated limitations. The proposal narrative should also identify any expected methodological challenges and describe how they will be addressed or minimized. Another important component of the proposal narrative will be to describe how First 5 LA, LACDPH, specific program evaluators, and other stakeholders will be engaged in the evaluation process.

C. Proposed Scope of Work (maximum 10 pages): Applicants should create a SOW organized by task using the template provided (see Appendix F) for the entire project period (5 years).

D. SOW Narrative (maximum 15 pages): The SOW narrative should: (1) describe the proposed process to complete each task outlined in the SOW, (2) identify and describe key deliverables, (3) provide a timeline, and (4) identify key members of the evaluation team along with their roles and responsibilities. The SOW narrative should also identify any expected logistical challenges and describe how they will be addressed or minimized. If necessary, the SOW narrative should also highlight any tasks that have been added or omitted and provide a brief explanation justifying the change.

E. Sample Evaluation Report (maximum 10 pages): Please include the executive summary section from a prior evaluation report completed within the past three years, not to exceed ten pages.

F. Relevant technical reports and/or peer reviewed publications (optional): Please include no more than 5 technical reports and/or peer reviewed publications relevant to this type of work. These reports must be combined into a single document.

G. Resume(s) or Curriculum Vitae(s): Please submit one resume or CV of no more than five pages for each of the key members of the team outlining relevant work
history, educational attainment, publications, prior research projects, etc. All resumes and CVs must be combined into a single document when uploading the application. It is not necessary to submit resumes or CVs for all team members, only the key members of the team.

H. Proposed Budget and Budget Narrative: Applicants should create two budgets organized by task using the template provided (see Appendix F). Budget #1 should be for the entire project and may not exceed $3 million. Budget #2 should be limited to projected costs for the first 5 months of the project only. The application must include a budget narrative to accompany Budget #1. The budget narrative should supplement the information provided in the budget spreadsheet by justifying the cost of the proposed study and describing what will be included in each deliverable. The budget narrative should provide a complete financial and qualitative description that supports the proposed expenditures. Applicants should articulate the methodology for determining the cost for major deliverables. Please note that a template is not provided for the budget narrative.

I. Litigation and Contract Compliance Form: Please read the information on the required Litigation and Contract Compliance Form (Appendix G) thoroughly, an electronic copy of the signed form must be uploaded with the online application. If you checked YES to any of the questions on this form, please explain whether this will impact the project on this solicitation. Omission of the form will constitute an incomplete proposal and may be grounds for disqualification. The selected applicant will be required to submit an original.

J. Signature Authorization Form: This form (Appendix H) 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. An electronic copy of the SIGNED form must be uploaded with the online application. Omission of the form will constitute an incomplete proposal and may be grounds for disqualification. The selected applicant will be required to submit an original.

Failure to submit all required attachments and original documents will constitute an incomplete proposal and may be grounds for disqualification. In order to respond to this RFP, please complete and submit your application to First 5 LA no later than October 3rd, 2014, 5pm PST. Applications received after this deadline will not be considered. It is the responsibility of the applicant to ensure, prior to submission, that their proposal reflects the requirements of this solicitation.

XI. CONTRACTUAL CONSIDERATIONS

Specific contractual considerations, including but not limited to the following, apply to 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 Qualifications (RFP). 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 RFP 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 reserves the right to reject all bids and re-advertise for bids. Failure to comply with bid specification shall be grounds for disqualification of bids. Each bidder or proposer shall be required to honor the price and specifications quoted for a minimum of sixty (60) calendar days following submission of the bid. The COMMISSION also reserves the right to cancel this 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 RFP. Any cover letters, résumés and/or curriculum vita, including attached materials, submitted in response to this 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 the COMMISSION.

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, 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/Term of Grant 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 in writing 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. The COMMISSION reserves the right to revise the effective date prior to final execution of the contract.

The contractor shall not be authorized to deliver or commence performance of services as described in this RFP until final execution of the contract (contract must be signed by both parties). Final execution of the contract is contingent on First 5 LA’s Board approval of the negotiated scope of work and budget. Any performance of services commenced prior to obtaining all written approvals by First 5 LA shall be considered voluntary.

8. Unless otherwise submitted during the application 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:

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

9. Per the COMMISSION’s Policy and Guidelines for Hiring Consultants, the total composite rate for a consultant may not exceed $150-$200 an hour, depending on the type of service. This means that the total cost of billable hours and other costs associated with a contract divided by the total number of hours billed must be equal to or less than the maximum hourly rate. 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). Please note that any other costs (e.g. equipment, travel, and supplies) must be included when dividing the total number of hours.

10. The selected contractor/s will be required to adhere to all contractual obligations as outlined in this document, including the First 5 LA Contract (See Sample Contract). The selected applicant shall be expected to execute the contract without substantive alteration. If applicant cannot accept the terms of the contract without substantive alterations, the applicant should refrain from applying. It is imperative that all applicants review the contract language in detail and fully understand contractual obligations should they be selected.

XII. APPEALS POLICY

First 5 LA reserves the right, without prejudice, to reject any or all submitted applications. An Appeal shall be permitted only on the grounds that the decision violated applicable law, First 5 LA policies and procedures, or the terms of the bid, RFP or RFP. Appeals challenging First 5 LA’s decision on the merits or qualifications of bidders or proposers or the scoring of proposals shall not be permitted. An appeal of a First 5 LA decision shall be in writing and filed with the office of the Executive Director or his/her designee within ten (10) business days following the date the notification of decision is
made by First 5 LA. For more information, please refer to the Appeals Policy located at http://www.first5la.org/About-Us/Policies or Appendix I.

XIII. APPENDICES

Appendix A: First 5 LA RECO Investment Chart by Department
Appendix B: First 5 LA RECO Logic Model
Appendix C: First 5 LA Quality Assurance
Appendix D: First 5 LA Sample Deliverables-Based Contract
Appendix E: Scope of Work Template
Appendix F: Deliverables-Based Budget Template
Appendix G: Litigation and Contract Compliance Form
Appendix H: Signature Authorization Form
Appendix I: First 5 LA's Appeals Policy
Appendix J: Application Checklist
Appendix K: Proposal Review Tool