FIRST 5 LA
BABY-FRIENDLY HOSPITAL EVALUATION REQUEST FOR QUALIFICATIONS (RFQ)

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

RELEASE DATE: May 14, 2012
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>I) RFQ TIMELINE</td>
<td>3</td>
</tr>
<tr>
<td>II) PROJECT OVERVIEW</td>
<td>4</td>
</tr>
<tr>
<td>III) PURPOSE OF CONTRACT</td>
<td>8</td>
</tr>
<tr>
<td>IV) STATEMENT OF WORK</td>
<td>8</td>
</tr>
<tr>
<td>V) ELIGIBILITY</td>
<td>10</td>
</tr>
<tr>
<td>VI) TERMS OF PROJECT</td>
<td>11</td>
</tr>
<tr>
<td>VII) STATEMENT OF QUALIFICATIONS</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>REVIEW CRITERIA</td>
</tr>
<tr>
<td></td>
<td>REVIEW PROCESS</td>
</tr>
<tr>
<td>VIII) CONTRACTUAL CONSIDERATIONS</td>
<td>15</td>
</tr>
<tr>
<td>IX) APPENDICES</td>
<td>18</td>
</tr>
</tbody>
</table>
I) RFQ Timeline

Table 1: Proposal and Review Timeline

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>RFQ released</td>
<td>May 14, 2012</td>
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<tr>
<td>Final date to submit questions and requests for additional information</td>
<td>May 18, 2012</td>
</tr>
<tr>
<td>Answers to all questions posted to website</td>
<td>May 22, 2012</td>
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<tr>
<td>Due date:</td>
<td>May 29, 2012</td>
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<tr>
<td>• Online applications plus all forms</td>
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<tr>
<td>• One (1) original and signed copy of the application</td>
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<td>cover letter, Signature Authorization form and Agency</td>
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<td>Involvement in Litigation and/or Contract Difficulties</td>
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<tr>
<td>form, sent or delivered to First 5 LA</td>
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<tr>
<td>External review of applications</td>
<td>May 30-June 13, 2012</td>
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<td>Finalist(s) notification</td>
<td>June 15, 2012</td>
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<td>Finalist(s) presentations and interviews (if necessary)</td>
<td>June 18-22, 2012</td>
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<tr>
<td>Chosen contractor notified</td>
<td>July 9, 2012</td>
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<tr>
<td>Commission approval</td>
<td>August 9, 2012</td>
</tr>
<tr>
<td>Contract start date</td>
<td>September 1, 2012</td>
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RFQ Questions

All questions and requests for additional information regarding this RFQ must be submitted via email before 5 p.m. on May 18, 2012 to Holly Campbell (hcampbell@first5la.org). To ensure that all potential applicants receive the same information, questions and answers will be posted on the website by May 22, 2012. First 5 LA reserves the sole right to determine the timing and content of the responses to all questions and requests for additional information.

While it is First 5 LA’s desire to execute the Contract for a September 1, 2012 start date, all dates are subject to change at First 5 LA’s sole discretion. Please do not contact First 5 LA for status updates on your proposal.
II) Project Overview

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 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. In addition to a countywide approach that focuses on policy change, public education, workforce development and other strategies, the strategic plan 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 that the role of safe and supportive neighborhoods is just as important to a young child’s quality of life as supportive and informed parents and caregivers.

This combined place-based and countywide approach allows the Commission to concentrate its limited resources in areas of high need and to sustain those efforts over time. The strategic plan 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

In the Strategic Plan, the Commission identified a pathway for our investments that leads to our desired outcomes for children, families and communities in our four goal areas.

The Place-Based Approach, **Best Start**

The First 5 LA commissioners’ place-based approach focuses on the **places** where families live — combining efforts to strengthen families with those that build community capacity to create and sustain thriving and healthy environments for all children. The research and promising practices\(^1\) emerging from decades of place-based efforts make a strong case for First 5 LA’s shifting a significant amount of resources to this funding strategy. The place-based approach allows First 5 LA to focus on families most in need, creating a seamless pipeline to effectively serve families along the continuum of a child’s development. This approach also creates unique partnerships with families, community residents and other funders, resulting in a better measure of our impact.

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Parents, civic and business leaders, members of the clergy, representatives from community-based organizations and others are working together to develop partnerships within each of the 14 communities. By June, each community partnership will have submitted proposals to the First 5 LA commissioners for future investments. These can include building safe parks, providing early childhood education programs or supporting other strategies that achieve Best Start’s primary goals that children in each community grow up safe, healthy and ready to learn.

To learn more about Best Start, visit www.beststartla.org.

**Countywide Approach**

The strategic plan also outlines 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, strategic plan investments can have a widespread impact on children across the county, while, at the same time, helping to 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 — close-to-the ground, culturally competent, community-based and resident-driven models for strengthening families, 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. For example, First 5 LA is launching nearly two dozen commissioner-developed investments in areas such as autism identification and service referrals; early child care and education workforce development; nutrition and physical activity programs for families and child care facilities and parental support projects. In addition, among other strategies, First 5 LA continues to strive for increased access to health care and insurance for pregnant women, children and their families; provide telephonic or online and printed resource directories for families and support and enhance the impact of our investments with effective, strategic partnerships and leveraging social and financial capital via our newly-developed Community Investments Department.

**About Baby-Friendly Hospital**

Baby-Friendly Hospital (BFH) is an international program in which hospitals change their practices to promote breastfeeding. First 5 LA has committed $10.5 million to assist up to twenty hospitals to achieve BFH designation.

The BFH designation indicates that the organization Baby-Friendly Hospital USA has assessed the hospital and found it in compliance with “The Ten Steps to Successful Breastfeeding for Hospitals,” as outlined by UNICEF/WHO. The steps are:

1. Have a written breastfeeding policy that is routinely communicated to all health care staff.
2. Train all health care staff in skills necessary to implement this policy.
3. Inform all pregnant women about the benefits and management of breastfeeding.
4. Help mothers initiate breastfeeding within one hour of birth.
5. Show mothers how to breastfeed and how to maintain lactation, even if they are separated from their infants.
6. Give newborn infants no food or drink other than breastmilk, unless medically indicated.
7. Practice “rooming in”-- allow mothers and infants to remain together 24 hours a day.
8. Encourage breastfeeding on demand.
9. Give no pacifiers or artificial nipples to breastfeeding infants.
10. Foster the establishment of breastfeeding support groups and refer mothers to them on discharge from the hospital or clinic.

For more information on the Baby-Friendly Hospital program, visit: http://www.babyfriendlyusa.org/eng/index.html

Although First 5 LA contracts with BFH-seeking hospitals on an annual basis, the total project is expected to last three years. The amount granted depends upon the size and need of each hospital. At the end of the three-year period, the hospital is expected to attain the Baby-Friendly Hospital designation. All but one of the contracted hospitals were chosen through three Requests for Proposals over the course of three years. This means that the hospitals are approximately one year apart in the progress of their work.

1. California Medical Center was chosen to be the pilot hospital as part of the original resolution. It began work in July 2009. California Medical Center will be assessed for the BFH designation in June 2012.
2. White Memorial Medical Center, Hollywood Presbyterian Medical Center, East Los Angeles Doctors Hospital, Monterey Park Hospital, San Gabriel Medical Center, Pomona Valley Hospital Medical Center and St. Mary Medical Center began their contracts in June 2010. They anticipate being ready for BFH USA assessment in June 2013.
3. Beverly Hospital, Garfield Medical Center, Memorial Hospital of Gardena, Providence Little Company of Mary Medical Center-San Pedro, Pacific Alliance Medical Center, Valley Presbyterian Hospital, Greater El Monte Community Hospital and St. Francis Medical Center began their contracts in October 2011. They expect to be ready for the designation assessment in September 2014.
4. A final group of hospitals is expected to be contracted in fall of 2012; they will likely be assessed in fall of 2015.

The BFH Evaluation will be a point-in-time evaluation of the achievements and challenges F5LA-funded hospitals have experienced. It will consist of interviews with maternity department staff at twelve hospitals, five focus groups with former patients and a quantitative analysis of hospital data to track changes in practices.

Key research questions include:

- What have been the most effective strategies for implementing the BFH program?
- What have been the major challenges in implementing the BFH program, and how have the hospitals overcome (or plan to overcome) them?
- What major milestones have the hospitals accomplished toward attaining the BFH designation?
• What have been the maternity department staff reactions to the changes in practice?
• What have been the patients who delivered at the hospitals reactions to the new baby-friendly practices?
• What trends or improvements of the hospital practice data are observed?

III) Purpose of Contract

The purpose of this contract is to engage a contractor who will conduct a study of the contracted hospitals and generate a report that addresses all of the following:

• Describes challenges the hospitals currently face or have overcome.
• Describes solutions the hospitals have developed.
• Highlights the major accomplishments the hospitals have achieved.
• Describes the staff reactions to the changes. Has BFH made their jobs easier or harder? How?
• Describes how patients feel about the baby-friendly care they have experienced.
• Illustrates changes in the hospitals’ practices through quantitative data.

The final report will help the First 5 LA Commission understand the hospitals’ progress toward becoming Baby-Friendly, enable the hospitals, especially the ones earlier in the process, to learn about each other’s experiences and solutions, and contribute to the body of Baby-Friendly Hospital literature.

IV) Statement of Work

In order to successfully complete the Baby-Friendly Hospital Evaluation, First 5 LA expects the contractor to complete the tasks outlined below. These tasks, as well as any additional tasks proposed by the applicant, are expected to be included in a scope of work. The deliverables for each task are outlined in the table below.

Task 1: Plan evaluation
This task will include becoming familiar with the Baby-Friendly Hospital program, reviewing past data collection and creating a workplan of the evaluation’s process. Past data collection includes:

1. A series of interviews with the staff from the hospitals who began their contracts in 2010.
2. Patient-level hospital data of patient demographics and care (i.e. skin-to-skin contact, first hour breastfeeding and formula feeding).

Task 2: Create protocols for hospital staff interviews
The contractor will construct three hospital staff interview protocols, each tailored to the approximate stage the hospitals are at: beginning, midway and end. The hospital staff to be interviewed are described under Task 5.

Task 3: Create protocols and recruitment plan for patient focus groups
The contractor will construct two patient focus group protocols in English and Spanish. The contractor will work, in accordance with HIPAA, with at least two of the seven hospitals due to finish their contracts in 2013 to create a recruitment plan for five focus groups (total) of 8-10 recent patients in English and Spanish. The ratio of English to Spanish focus groups
will be determined based on the patient populations of the partner hospitals. The contractor will likely need to sub-contract with the partner hospitals to offset the hospitals’ costs; please budget accordingly.

**Task 4: Gain Institutional Review Board (IRB) approval for the evaluation**
The contractor will submit their evaluation protocols to the IRB of its choice. The quantitative analysis, staff interviews and patient focus groups must receive either approval or a waiver.

**Task 5: Conduct key informant interviews**
The contractor will interview key personnel from four hospitals at each stage in the process (for a total of 12), taking care to select a sample of hospitals that reflect both the small community hospitals and the high-volume facilities. The key informants will include the director of the maternity department, one labor and delivery nurse, one post-partum nurse and the BFH project director. It is highly recommended that these interviews be done in person at the hospitals; please budget for travel accordingly. First 5 LA will work to facilitate contact with the appropriate people at each hospital. The interview responses will be analyzed for common themes.

**Task 6: Conduct focus groups**
The contractor will conduct the five focus groups as described above. Please plan to provide incentives, child care, food, facility space and travel vouchers. After each focus group, the responses will be compiled and translated (as needed). The focus group responses will be analyzed for common themes.

**Task 7: Analyze quantitative data**
The contractor will analyze the F5LA-provided quantitative data for trends and milestones. A memo will be written describing the methods and findings.

**Task 8: Write summary report**
The contractor will write a report covering the topics described in the “Baby-Friendly Hospital Evaluation” section above. The sources will be the hospital staff interviews, patient focus groups and quantitative hospital data.

**Task 9: Disseminate results**
The contractor will create a dissemination plan of how the report findings can be shared with the public, participating hospitals and other audiences. The dissemination plan should include suitable professional conferences at which to present the findings of the report. The contractor will write an abstract of the report for the Southern California Association for Learning and Results (SCALAR) data repository; SCALAR is a collaborative of Southern California First 5s focused on sharing findings and coordinating messages. In addition, the contractor will prepare a research brief highlighting the major findings of the report and present those findings to First 5 LA.

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Deliverables</th>
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<tbody>
<tr>
<td>Task 1: Plan evaluation</td>
<td>• Draft work plan</td>
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<td></td>
<td>• Final work plan</td>
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<tr>
<td>Tasks</td>
<td>Deliverables</td>
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<tr>
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| **Task 2: Create protocols for hospital staff interviews** | • 3 interview protocol drafts  
• 3 final interview protocols |
| **Task 3: Create protocols and recruitment plan for patient focus groups** | • 2 draft focus group protocols, one in English and one in Spanish  
• 2 final focus group protocols, in English and Spanish  
• MOUs with at least two hospitals to recruit recent patients  
• Draft recruitment plan  
• Final recruitment plan |
| **Task 4: Gain Institutional Review Board (IRB) approval for the evaluation** | • IRB application package submitted  
• IRB letter of approval or waiver |
| **Task 5: Conduct key informant interviews** | • Notes from interviews at 12 hospitals  
• Memo describing common themes |
| **Task 6: Conduct focus groups** | • Notes from 5 focus groups, translated into English if needed  
• Memo describing common themes |
| **Task 7: Analyze quantitative data** | • Memo describing methods and findings |
| **Task 8: Write summary report** | • Draft report  
• Final report |
| **Task 9: Disseminate results** | • Dissemination plan  
• Abstract for SCALAR  
• Research brief  
• Draft F5LA presentation materials  
• Final F5LA presentation materials |

**Additional activities**  
First 5 LA reserves the right to request the selected contractor to perform additional activities related to the Baby-Friendly Hospital Evaluation. These activities will be incorporated in a revised work plan, budget and scope of work as necessary. The contractor will furnish the necessary personnel, materials, services and other resources required to undertake the evaluation, unless otherwise stated in this document.

**V) Eligibility**  
Applicants must have the qualifications, experience, and ability to successfully carry out the Baby-Friendly Hospital Evaluation, from planning to preparation of reports and project management (See the list of qualifications in Section VII below). Applicants should have the capacity to work throughout LA County. The ideal applicant(s) will have experience
working with LA County hospitals, knowledge about maternal-child health and perinatal issues, experience collecting and analyzing qualitative data, and experience analyzing quantitative data.

**VI) Terms of Project**

**Available Funding**

The contractor(s) will be compensated based on the project budget developed during the contracting period. At the March 12, 2009 Commission meeting, the commission approved an allocation of $500,000 for all evaluation activities for the Baby-Friendly Hospital Program. Pending Commission approval of the FY 2012-2013 programmatic budget, the amount allocated for the work described in this RFQ will be up to $130,000. It is expected that the applicants’ budgets will be clearly justified in the budget narrative and will be appropriate to the work proposed.

The contractor will be paid according to completed deliverables. That is, this study will be contracted on a fixed-price, deliverables-based basis. The selected contractor will be paid per deliverable, contingent on First 5 LA approval of the deliverable [see a description of the QA and QA dispute resolution processes in Appendix D of this document]. The contractor will assume any risk from contract or project delays. If any deliverable is only partially achieved, First 5 LA reserves the right, in its sole discretion, to prorate the contract price accordingly, but only to the extent such partial deliverable meets the approval of First 5 LA and is useful to First 5 LA.

The contractor is responsible for all expenses related to any subcontracted services. Details related to any services that will be subcontracted must be outlined in the SOW and work plan. The contractor will also be responsible for purchasing any incentives to provide to participants. The amount and kind of incentive should be proposed to First 5 LA and approved before they are purchased.

Scope of Work and Budget will be determined during the contract development and negotiation process. Funds will be disbursed through invoices based on completed deliverables.

**Contract Period**

The Baby-Friendly Hospital Evaluation is a 10-month project. It will be a one-time contract to last the duration of the study.

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.

The interview protocols, focus group protocols, work plan and other deliverables as determined by First 5 LA staff will not be accepted until approved by the First 5 LA QA team according to the First 5 LA Research and Evaluation quality standards. (See Appendix D)

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

Applicants must review the First 5 LA Contract Boilerplate in Appendix C. It is imperative that all applicants review the contract language in detail and fully understand contractual obligations should they be selected as the contractor for this project. **Applicants will be required to accept the contract language as specified in this boilerplate at the time of their submission.**

In order for applications to be considered acceptable and eligible for award, all documents must be prepared in accordance with the instructions given in this solicitation. Submissions will be evaluated from a technical standpoint based on the applicant's technical qualifications, proven management skills, and budget, based upon the criteria defined below.

**VII) Statement of Qualifications**

Applicants should submit their qualifications including each of the following elements via the online application. Applications must adhere to the instructions and page limits outlined below. The applicant’s qualifications will be reviewed according to the review criteria enumerated at the end of this document.

- **Cover letter:** This document introduces the contractor(s) and should clearly show the contractor’s name and/or organization name, address, telephone number, e-mail address, the date, and a statement that the letter is in response to the RFQ for the Baby-Friendly Hospital Evaluation. One (1) original SIGNED with BLUE INK copy of the cover letter must be received at First 5 LA by the application deadline. Additionally, applicants will be required to upload a copy of the cover letter to the online application system.

- **Statement of Qualifications:** A written statement of no more than eight pages outlining the contractor’s qualifications for the Baby-Friendly Hospital Evaluation based on the tasks listed in the Statement of Work. This document should also demonstrate how the contractor's qualifications and experience will facilitate the completion of the activities outlined above. Include any previous experience conducting similar projects, working with entities similar to First 5 LA and working with LA County hospitals on perinatal issues. Outline any potential unintended consequences or challenges that may occur as a result of this study and how they could be addressed. This requirement is intended to give First 5 LA a sense of the applicant’s qualifications for conducting the Baby-Friendly Hospital Evaluation.

- **Résumé(s) or Curriculum Vitae(s):** Please submit one résumé or CV of no more than 5 pages for KEY members of the team outlining all relevant work history, educational attainment, publications, prior research projects, etc. All résumés and CVs should be combined into a single document when uploading the application. Do not submit résumés or CVs for all team members.

- **Proposed Budget:** Please include estimated costs by task as listed in Section IV above. The Budget Forms is available in Appendix A. Also include a BUDGET
NARRATIVE to accompany the budget forms describing what will be included in each deliverable. This contract will be a fixed-price, deliverables-based contract. The selected contractor will be paid per deliverable, contingent on First 5 LA approval of the deliverable (see a description of the QA and QA dispute resolution processes in Appendix D). The contractor will assume any risk from contract or project delays. If a deliverable is not achieved in full (for example, a sample size of 50 was included in the budget assumptions and the scope of work but the final sample was only 25), First 5 LA reserves the right to prorate the payment accordingly.

- **Agency Involvement in Litigation and/or Contract Compliance Difficulties (1 original SIGNED with BLUE INK):** Please read the information on the required Agency Involvement in Litigation and/or Contract Compliance Difficulties form (see Appendix B) thoroughly and include one (1) original SIGNED with BLUE INK copy by the application deadline. Omission of the form will constitute an incomplete proposal and may be grounds for disqualification.

- **Signature Authorization Form (1 original SIGNED with BLUE INK):** This form (see Appendix E) is required in order to verify signature authority to enter into contractual agreement with First 5 LA. If not outlined in the Bylaws, a Board Resolution or Partnership Agreement must be submitted, as applicable, that indicates signature authority. Applicants must submit one (1) original SIGNED with BLUE INK copy by the application deadline. Omission of the form will constitute an incomplete proposal and may be grounds for disqualification.

- **Most recent Audit (if applicable)**
- **Bylaws (if applicable)**
- **Articles of Incorporation (if applicable)**
- **Business License (if applicable)**

**Required documents to respond to this RFQ:**
The qualifications, including all required attachments, must be submitted online at [www.first5la.org/Funding-Center](http://www.first5la.org/Funding-Center) no later than May 29, 2012, 5 p.m. PST. In addition to the electronic documents, applicants must also submit signed copies of the application cover letter, First 5 LA’s “Signature Authorization Form” and “Agency Involvement in Litigation and/or Contract Compliance Difficulties” forms to:

Craig A. Steele, Interim Chief Executive Officer  
First 5 LA  
750 N Alameda Street  
Los Angeles, CA 90012  
Attention: Baby-Friendly Hospital Evaluation RFQ

**Review 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 (See the review tool - Appendix F for further detail):
I. Understanding of the Scope of Work
   • The applicant’s cover letter demonstrates an understanding of the scope, complexity and challenges of the Baby-Friendly Hospital Evaluation.

II. Qualifications
   • Experience working with LA County hospitals;
   • Knowledge of maternal-child health and perinatal issues;
   • Experience developing qualitative data collection tools, conducting interviews and conducting focus groups;
   • Experience analyzing and summarizing qualitative data;
   • Experience analyzing and summarizing quantitative data;
   • Written and verbal communications skills;
   • Experience presenting in public meetings and/or to policymakers;
   • Interpersonal, group facilitation and networking skills;
   • Organizational and planning skills.

III. Organizational Capacity
   • The applicant will be evaluated based on the organizational capacity to conduct the Baby-Friendly Hospital Evaluation including resources and support for conducting the interviews and focus groups.
   • Adequate financial capacity as determined by the applicant’s proposed budget, statement of financial position, and other relevant documents.

IV. Budget
   • A reasonable price per task, based on the reviewers’ experience;
   • A composite hourly rate for all costs that does not exceed $150/hour (see detail in Contractual Considerations, number 9);
   • Tasks assigned to appropriate personnel to minimize the cost per deliverable while also maximizing the quality of the output;
   • An awareness of the realities of fixed-price budgeting reflected in an appropriate financial accommodation of risk, particularly related to protracted revisions and delayed start dates;
   • A total budget that does not exceed $130,000. It is expected that applicants’ budgets will be clearly justified in the budget narrative and will be appropriate to the work proposed.

First 5 LA reserves the right, without prejudice, to reject any or all submitted qualifications. Please refer to the First 5 LA Quality Assurance Review and Conflict Resolution Process (Appendix D) for information about the appeals process.

Review Process

Qualifications will be evaluated by a team of three (3) external reviewers. Please see Appendix F for a copy of the review tool that will be used to guide evaluation of applicants.

1. Level 1: First 5 LA staff will review each application to ensure that basic requirements are met. Basic requirements include: timely receipt of application, formatted as required, and inclusion of all appropriate attachments. Proposals with
omissions of any required documentation are subject to disqualification. Some or all of the applicants who have submitted complete and responsive applications may be contacted for more information on or before June 15, 2012.

2. **Level 2**: Applications will be reviewed by three (3) external reviewers using the Statement of Qualifications Review Tool posted with the RFQ (Appendix D). Review tools are adhered to by external reviewers to alleviate the potential for bias. External reviewers are required to sign a Conflict of Interest and Confidentiality Statement.

3. **Level 3**: Applications will be reviewed by the First 5 LA Finance department to ensure financial capacity.

4. **Reference Check**: When necessary and applicable, reference checks are completed for the final applicants. Reference checks will be completed as necessary to complement rankings resulting from the external review process. First 5 LA must be able to contact all of the references provided by the applicant. If any reference cannot be reached, First 5 LA may deem this applicant ineligible for this opportunity.

5. **Presentations/Interview**: Some or all of the applicants who have submitted complete and responsive applications may be interviewed. Interviews are scheduled to be held on dates shown in Section I (Timeline for Selection Process). These dates are subject to change at First 5 LA’s sole discretion. Interviews will be held either at First 5 LA or via phone. Further written materials regarding qualifications may be requested prior to the interview.

As a public entity, the Commission has a responsibility to the public to ensure that the organizations that receive our funds are financially stable to provide the contracted services. Further written materials regarding the financial stability of the agency may be requested by our finance department prior to the interview.

The award notification is anticipated to occur by July 9, 2012, with a final signed contract and projected contract start date of September 1, 2012.²

**VIII) 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

² Note: While it is First 5 LA’s desire to execute the Contract for a September 1, 2012 start date, all dates are subject to change at First 5 LA’s sole discretion.
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 2008 Fiscal Year June 30, 2008, 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 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
- 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.

IX) Appendices

Appendix A: Budget form
Appendix B: Agency Involvement in Litigation and/or Contract Difficulties Form
Appendix C: Sample First 5 LA Contract
Appendix D: First 5 LA Quality Assurance Review and Conflict Resolution Process
Appendix E: Signature Authorization Form
Appendix F: RFQ Applicant Qualifications Review Tool