BEST START LA
(Formerly known as the Prenatal through Three Focus Area)
Pilot Community Partnership Lead Entity RFP
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## I. TIMELINE

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All questions and requests for additional information regarding this RFP must be received in writing by First 5 LA on **Wednesday, October 8, 2008**. First 5 LA reserves the sole right to determine the timing and content of the responses to all questions and requests for additional information.

Questions and information requests can be submitted to:

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1 Note: While it is First 5 LA's desire to execute the contract on, March 1, 2009, all dates are subject to change at First 5 LA's sole discretion.
II. BACKGROUND

A. FIRST 5 LA
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, First 5 LA was formed as a public entity to develop and oversee various early childhood initiatives and to administer and manage the funding from Proposition 10 (http://www.first5la.org/).

To address the needs of underserved communities, the First 5 LA’s Commission adopted the next Five Strategic Plan (FY 2004-2009), focusing on the goals of Early Learning, Health and Safety. First 5 LA’s mission, from July 1, 2004 until June 30, 2009, is to make significant and measurable progress towards our vision by increasing the number of children from the prenatal stage through age five who are physically and emotionally Healthy, Safe and Ready to Learn.

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

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

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

First 5 LA recognizes that long-term change envisioned by Best Start LA is most commonly developed over a period of time. Best Start LA will encourage community environments where members learn to trust each other, share ideas, and work cooperatively toward common goals and outcomes. Trust and mutual respect will be enhanced through a broad-based, collective effort which identifies the existing strengths and resources of a community and collaboratively builds on those assets successfully. As people pool their talent, time,
and resources, they form and strengthen the foundation for a community partnership firmly grounded in the principle of cooperation among diverse groups and individuals. Formalizing this structural foundation through the concept of a “Best Start LA community” provides stability, continuity and capacity for community participants and organizations to sustain their efforts over time and achieve desired results. All Best Start LA activities funded by First 5 LA will support the First 5 LA 2004-2009 strategic plan efforts and will continue into the next strategic planning period.

**Best Start LA Outcomes**

Because Best Start LA is a comprehensive place-based investment, each strategy must work together to positively affect child, family, and community level outcomes. The following outcomes apply to all demonstration communities selected to participate in Best Start LA and demonstrate how all three strategies of Family Engagement, Community Mobilization and Place-Based Activities will collectively result in the achievement of the outcomes:

- Strengthened ability of families to understand their child’s cues and actively address their child’s health, development, needs, and uniqueness
- Increased ability and efforts of families to foster the developmental function of their children so that they are ready for school
- Strengthened attachment and bonding between members of families and children
- Strengthened personal and social relationships within and between families
- Community resources will meet the needs of the community so that their usage is increased
- Strengthened local community mobilization and advocacy
- Improvements to home and community built environments to support optimal child development
- Developed/improved policies that impact the Best Start LA population
- Increased capacity to meet the needs of families through improved workforce competencies in infant and toddler issues in three sectors (health, early care and education, mental health/social services)
- Improvement in information and technology systems that support the common use of data and information for family access and support, community planning and organizational efficiency

**Budget**

The Lead Entity plays the significant role of anchoring the community’s efforts in catalyzing an infant/toddler-friendly environment. In addition to any new place-based resources developed through the Best Start LA initiative, the Lead Entity will facilitate discussions among traditional and non traditional community partners that identify existing resources and activities that can be integrated to support the realization of Best Start LA outcomes.

Organizations submitting a proposal for funding to implement the Best Start LA Pilot Community Partnership as the Lead Entity can request up to $4,493,052 over a five year period. The Best Start LA Pilot Community Partnership Lead Entity funding will be provided through a competitive RFP process and includes the following resource categories:

1. **Pilot Community Administrative Staffing**, including management and administration of community activities - up to $1,355,826;
2. Parents and Community Mobilization Resources – up to $583,040;
3. Pilot Community Activities, e.g.: - up to $582,000
   a. Places for playing, learning and coming together;
   b. Family education and supportive services;
   c. Resource center supplies/materials;
   d. Information and guidance on developmental screening for families with infants and toddlers.
4. Community Based Action Research (CBAR) – up to $919,186;
5. Facility and Start-up Costs (e.g. facility leasing, computer acquisition costs, office equipment/furniture acquisition costs, maintenance) – up to $1,053,000.

Implementation and Integration of Best Start LA Strategies and Building Blocks
To realize the vision of this investment, the First 5 LA Commission is implementing a series of building blocks in five Best Start LA demonstration communities to support three major strategies:

- Family Engagement (referred to as “Welcome, Baby!”),
- Community Mobilizing, and
- Place-Based Activities.

These three strategies form the foundation for all activities in the five Best Start LA demonstration communities. More descriptive information on each of these strategies follows on the next page and in Section II of this RFP, including more descriptive information on policy (Section II.E), training and technical assistance (Section IIC), public education, marketing and communications (Section II.F), and evaluation (Section II.H).

The building blocks which support and enhance the development and implementation of the three strategies include: Data Infrastructure, Volunteer, Leadership and Organization Development, Sustainability: Leveraging and Partnerships, Building Public and Political Will, Workforce Development, and Training and Technical Assistance. The Commission recognizes that all of its identified building blocks may not move forward simultaneously. However, the building blocks pertinent to this RFP include Workforce Development (WFD), Sustainability and Data. The selected applicant for this Pilot Community Partnership Lead Entity RFP will be expected to coordinate with staff and strategic partners on the Family Engagement strategy and supporting building blocks, and coordinate and implement the two other major strategies, Community Mobilization using the Community Based Action Research model, and Place-Based Activities. The strategies and pertinent building blocks are described, as follows:

Three major strategies:

- **Family Engagement Strategy: Welcome, Baby!** As a way of introducing families to the wider range of services within a Best Start LA community, a registered nurse or community worker or parent coach will conduct a series of prenatal, hospital and home visits to all parents through the Welcome, Baby! program. The purpose of these Welcome, Baby! visits is to invite and welcome families into an array of supportive resources existing in their communities and connect them to these resources when desired. During these voluntary visits, parents will receive:
  - Information about parent-infant attachment, infant behavior, and their child’s development
  - Breastfeeding support
During the pilot phase of Welcome, Baby! the Commission will build upon its investment in the Healthy Births Initiative by connecting families to community-based supports, resulting in:

- An increase in the initiation and duration of breastfeeding;
- Broader access to and use of appropriate health and development care;
- A strengthened connection to resources and services in their community.

- **Community Mobilization: Community Based Action Research (CBAR).** First 5 LA will provide a CBAR contractor to support communities in their implementation of a community planning process that builds knowledge a community creates, owns and uses to transform everyday knowledge into social capital for social change. The CBAR process builds an “inquiry” culture that is imbedded in existing patterns of interaction. The CBAR contractor’s primary tasks will include engaging all relevant agencies, key champions, informal organizations, and community members in the CBAR process to define local issues and problems and define what CBAR participants want; develop questions relevant to the issues and visions identified; gather and analyze relevant data; and prepare recommendations for the Best Start LA Partnership.

- **Place-Based Activities.** Along with an early intervention provider network coordinating and linking neighborhood based services and supports, local activities for families will be identified or developed. These may include places designed for playing, learning and coming together, family education and supportive services, resource centers, information and guidance on developmental screening, opportunities to build social connections, and an interactive “Baby Registry,” for example:

  - **Family Place Libraries (FPL).** FPL is a place-based activity that First 5 LA will support through the Best Start LA process. FPL is a national program intended to transform libraries into community hubs for healthy child and family development, parent and community involvement, and lifelong learning beginning at birth. FPL aligns closely with Best Start LA’s identification of place-based strategies as well as outcomes at both the family and organization-level. FPL was identified as a scalable model and sustainable investment that has strong linkages with the goals and strategies of Best Start LA, including the development of a welcoming, non-stigmatized environment for families with infants and very young children. Libraries existing within the five demonstration communities will initially be targeted for FPL implementation. One to two libraries within each of the five Best Start LA demonstration communities may be available to select as FPL locations.

Supporting Building Blocks include:

- **Workforce Development (WFD).** This investment will support and/or establish career pathways for the professions associated with Best Start LA Demonstration Community implementation, as well as increasing partnerships with, and training of, those professions that work with pregnant women, infants and toddlers in order
to provide a foundation which supports countywide spread of the vision. WFD is a critical element in the scalability of Best Start LA countywide. In addition, through the participation of professionals and paraprofessionals in the demonstration communities, WFD increases the ability of those communities to achieve the Best Start LA results effectively and sustain Best Start LA efforts for the long-term. WFD is systemic and central to long term sustainability.

- **Sustainability.** In September 2008, a Sustainability RFP is being released in with the overarching goal of identifying, prioritizing and implementing strategies that will ensure long-term solutions for improving the environments in which young children and their families live. The Best Start LA program plan assumes a shared interest by the Commission and the greater LA County community in reaching this goal by creating lasting improvements in the systems of care and support for pregnant women, very young children and their families.

Both the CBAR process and resulting community mobilization efforts will inform the discussions among First 5 LA staff, community members and the Sustainability contractor and the resulting recommended. Examples of potential long-term solutions include improving administrative and financial management systems; impacting policies around reimbursement and billing practices; changing reporting requirements for agencies funded by multiple sources; drawing down governmental funds; diversification of funding; and increasing support from policymakers, the public and other stakeholders. Additional long-term opportunities include expanding and/or building upon current First 5 LA involvement in other activities throughout the county including Prevention and Early Intervention (PEI), Mental Health Services Act (MHSA), Children’s Health Initiative (CHI), Public/Private Funders Partnership for Infants and Toddlers, and Medi-cal Administrative Activities and Targeted Case Management (MAA-TCM).

- **Data** First 5 LA will invest in a comprehensive data system that will have the capacity to track child- and family-level data countywide, as well integrate with other large data systems, including ehealth record data systems. The data collected by this system will play key roles in planning services, supports and changes to built environments for families, evaluating efforts to promote family health and well-being and assisting with portability of records for use by families. Efforts to develop this system will include a data needs assessment, a feasibility study and design of the infrastructure for the system, including a participation tracking component, child-centric reporting, system interface, and data storage and exchange environments. Building of this comprehensive data system is estimated to begin in Summer to Fall of 2008.

A significant element of the data system to be developed in the pilot is a component that will be used to track family-level data collected through the Family Engagement Strategy (Welcome, Baby!) and Place-Based Activities. This component will build on existing systems being utilized by First 5 LA and its grantees. System design will directly contribute to design of the larger data system.
Best Start LA Geographic Area
The first of the Best Start LA Demonstration Communities will be known as the “Pilot Community.” It will encompass portions of what are commonly referred to as Pico-Union, Korea Town, and South Los Angeles. Major street boundaries include Olympic to the North, Jefferson to the South, San Pedro to the East and Normandie to the West. This area was selected because this community has a commitment to service integration, has partnerships with additional community sectors, and is supported by Los Angeles County’s Centralized Case Management effort.

By building upon the existing work in this geographic area, Best Start LA will coordinate its efforts with others as a safety net for those families that choose to participate in Best Start LA. The Commission will also be able to leverage the coordination, collaboration, and relationships already taking place in the community. Best Start LA is intended to enhance informal supports within communities and transform environments where families can be found. The Lead Entity for the Pilot Community Partnership will play a pivotal role in coalescing and expanding the formal and informal networks of support available to families with children prenatal to three in the Pilot Community.

C. Best Start LA Pilot Community
In order to fully develop and illustrate the Best Start LA model in diverse settings with unique assets and needs, First 5 LA will develop and pilot Best Start LA in five demonstration sites across Los Angeles County beginning with the Pilot Community. Each of the four demonstration communities and the Pilot Community will launch with a Lead Entity that is responsible for convening and collaborating with all partners within their community who are necessary to implement the Best Start LA strategies. The demonstration communities are the local learning environments to further define, develop and support our Best Start LA strategies of Family Engagement, Community Mobilization, and Place-Based Activities.

D. Lead Entity’s Role in the Pilot Community
In cooperation with First 5 LA, the Lead Entity will facilitate the creation of an inclusive Best Start LA Partnership network which represents the diverse stakeholders in the Pilot Community. The Partnership members will be entrusted with overseeing the various strategies of Best Start LA and with accomplishing its goals and outcomes in a timely and strategic manner. The Lead Entity may identify and build on an existing successful collaboration, network or partnership endeavor, synthesize one or more existing collaborations, or create a new Best Start LA Community Partnership.

The Partnership will serve as the sustainable infrastructure\(^2\) for the implementation of Best Start LA through its three primary strategies. The Pilot Community will play a unique role in completing initial testing and refinement of all three strategies outlined on pages seven-eight of this RFP and developing lessons learned from which the other four demonstration communities will benefit.

\(^2\) The Pilot Community infrastructure is responsible for achieving outcomes through the five year funding cycle of the project with the aim of sustaining the infrastructure after completion of the five years if the infrastructure is viewed as an integral component of the ongoing sustainability of Best Start LA vision and outcomes.
The Lead Entity is charged with providing leadership and support to the local Partnership in achieving the Best Start LA vision and outcomes in the Pilot Community. To be selected, the Lead Entity applicant will demonstrate successful experience with other collaborations or partnerships including:

1. Demonstrated ability to operationalize visions, goals and outcomes into community resources and organizational activities.
2. Demonstrated ability with process dimensions: inter-relationships and interactions including flow of resources and information, developing, supporting and interacting successfully with formal and informal networks, diverse populations related to language, culture, and perceived community inclusion, and supporting communication infrastructures.
3. Demonstrated ability with resource dimensions: human, financial, information that may be available within the system to develop and implement projects and build capacities.

In order to successfully implement the strategies and activities expected within the Pilot Community, the Lead Entity will assist the local stakeholders in:

- Building on current community-based coalitions that are reflective of the diversity of the local community to facilitate further development and maintenance of a coalition whose primary purpose is to create supportive environments that positively impact the lives of families with children prenatal-three;
- Developing and implementing a local infrastructure for the Pilot Community, in partnership with First 5 LA, including administrative, IT and evaluation resources and processes and identifying and/or securing facilities to support all efforts;
- Addressing the interpersonal challenges to creating and maintaining an effective Partnership endeavors that may impede a successful community process including:
  i. Turf issues. Organizations can be very sensitive about sharing their work, their target populations, and especially their funding. Part of the start up work may be convincing a number of organizations that working together will, in fact, both benefit all of them and better address their common issues related to the prenatal through three populations.
  ii. Bad history. Organizations, individuals, or the community as a whole may have had past experiences that convinced them that working with certain others - or working together at all - is simply not possible. A new partnership effort may need to address this history before the group can actually start the work it needs to do.
  iii. Domination by "professionals". All too often, agency people, local politicians, business leaders, or others, in their rush to solve problems, neglect to involve the people most affected by the issues, and other community members. Creating an inclusive and participatory atmosphere will be considered an integral and necessary part of starting the Pilot Community Partnership.
  iv. Lack of mutually developed guidelines on “principles of relationship” among partnership members may result in behaviors aversive to the healthy functioning of the partnership, for example lack of empathy,
hidden maneuvering, blowing issues out of proportion, disrespectful behavior.

- Overseeing the utilization of community-based action research (CBAR) methods so that residents and community stakeholders develop a clearer picture of local community conditions and opportunities for families with children prenatal through three within the target community;
- Based on the CBAR results, implementing a community specific plan which outlines the proposed strategies intended to achieve Best Start LA goals and a process of evaluation to identify successes and challenges;
- Implementing strategies to accomplish the vision and outcomes of Best Start LA, including, but not limited to, advocacy plans related to policy issues, marketing and public education campaigns, training and technical assistance assessments among the Partnership members to maximize their effectiveness, and evaluation plans that provide feedback for ongoing planning and refinement of the Best Start LA Partnership community activities;
- Establishing partnerships and linkages with entities that contribute to Best Start LA desired results of improving the well-being of families with children prenatal through three, e.g. policy networks, Workforce Development, or Family Place Libraries.

III. PROJECT REQUIREMENTS AND DELIVERABLES

Focus Areas to Achieve Best Start LA Outcomes in the Pilot Community

The Lead Entity is expected to successfully accomplish Best Start LA outcomes by focusing on the following ten areas:

A. Establishing a local community Best Start LA Partnership and governance structure;
B. Engaging in Community Mobilization;
C. Developing and implementing a Sustainability Plan;
D. Developing and implementing Best Start LA Policy initiatives;
E. Developing and implementing a Public Affairs/Marketing strategy;
F. Identifying training issues and developing and implementing a Training Plan;
G. Addressing Workforce Development issues;
H. Developing and implementing Best Start LA evaluation strategies;
I. Developing and implementing Place-Based Services; and
J. Co-operating and collaborating with the Welcome, Baby! Family engagement lead agency in its development, initiation and evaluation of its family engagement strategies.

The next sections describe these focus areas of the RFP and outlines the resources and deliverables First 5 LA will provide to the Lead Agency and its local partners, and the deliverables that the Lead Agency will provide to its Best Start LA partners and First 5 LA.

A. Best Start LA Local Partnership and Governance Structure

Local Partnership
FIRST 5 LA DELIVERABLES

1. Environmental scan of the pilot Best Start LA community to identify any existing partnerships, networks or collaborations who have successfully evolved over time to
address identified community issues and who may embrace the Best Start LA vision and outcomes. This information will be shared with the Pilot Community members through the CBAR process.

2. Conduct in depth discussions with key stakeholders and the Lead Entity to:
   a. Build and nurture a shared ownership of the Best Start LA vision and participation in its success, and
   b. Clarify how local partners interpret the implementation of Best Start LA in their community.

3. In collaboration with the Lead Entity, develop a draft Scope of Work outlining the Lead Entity’s areas of responsibility for the success of the Best Start LA Partnership.

**LEAD ENTITY DELIVERABLES**

1. Develop at the local level, a Partnership whose members reflect the local community. This may assume developing a new Partnership or supporting an existing coalition, network or partnership whose membership (1) reflects the diversity of the local community and (2) commits to the goals established for the Best Start LA population by First 5 LA. First 5 LA will not specifically prescribe the numbers or specific categories of individual members. However, there is an expectation that the membership will reflect these broadly stated “member” groups:
   a. **Stakeholders** - people who have a stake in the success of the partnership efforts. Stakeholders can include: community members who will be most impacted by the local efforts, parents and families with young children, other caregivers, and interested community members.
   b. **Formal and informal helpers** - those charged with carrying out community functions related to families and their children prenatal through three. These may include the staffs of health and human service providers or other organizations and community agencies, architects and urban planners, library personnel, parks and recreation personnel, local employers, or others who may be directly or indirectly involved in the results of the collaborative activities.
   c. **Community opinion leaders** - such as clergy, business or civic leaders, or people who simply are highly credible in the community.
   d. **Policy makers** - local political leaders, state representatives, and others in policy-making positions to increase the opportunities for the local Partnership to influence policies that support the prenatal through three population and their families.

**Governance Structure**

**FIRST 5 LA DELIVERABLES**

Provide technical assistance and ongoing support to the Lead Entity in its development of Best Start LA Pilot Community Partnership governance structure.

**LEAD ENTITY DELIVERABLES**

In partnership with First 5 LA staff, the Lead Entity will develop and implement a local governance structure for Best Start LA:

1. Recruit representatives to serve as an Interim Leadership Body.
   i. Individuals targeted for recruitment should be determined based on preliminary discussions conducted with existing partnerships, networks
or collaborations, community interviews and representation from each of the three specific strategy areas.

ii. Potential individuals should be recruited from constituencies that represent key stakeholders, formal and informal helpers, community opinion leaders and policy makers. These may include individuals associated with community groups or associations, non traditional partners representing other non human service sectors, individuals associated with formal community institutions or organizations, and individuals associated with public institutions or services.

2. The Interim Leadership Body will establish and convene the local Best Start LA Partnership governing body with members who are committed to the Best Start LA vision and outcomes:
   i. Determine potential partnership list based on “fit” between the prior assessments conducted as part of the in-depth environmental scan and their potential to positively contribute to the established goals and strategies of Best Start LA.
   ii. Interview potential partners to identify willingness to contribute to the development of Best Start LA.
   iii. Establish preliminary partnership agreements or memoranda of understanding with partner organizations or groups, where appropriate.
   iv. Assist the newly formed governing body in creating a Partnership team charter with operating agreements that include:
      a. Best Start LA Partnership vision, purpose and values
      b. Best Start LA Partnership principles of relationship
      c. Key Responsibility Areas and Goals
      d. Roles and responsibilities for partners that support implementation of the proposed strategies of:
         i. Welcome Baby! program
         ii. Community Mobilization
         iii. Place-Based activities, e.g.:
            1. Early identification and intervention services
            2. Family education and supportive services
            3. Information and guidance
            4. Other neighborhood based activities (e.g. developing or enhancing parks, green space, playgrounds)
      e. Communication protocols
      f. Decision making process
      g. Conflict resolution process
      h. Meetings protocols
      i. Resource identification and potential areas of integration
      j. An accountability framework that includes:
         i. Implementation plans for data collection, sharing and analysis;
         ii. A process for the approval and review of implementation efforts with recommendations for improvement.

3. Provide on-going coaching and support for newly formed governance body.
B. Engaging in Community Mobilization
First 5 LA will provide a Community Based Action Research (CBAR) contractor to facilitate a community planning process with all relevant agencies, key champions, informal organizations, and community members in the CBAR process to:

1. Define local issues and problems and visioning what the CBAR community wants;
2. Develop questions relevant to the issues and visions identified;
3. Gather and analyze relevant data; and
4. Prepare recommendations for the Best Start LA Partnership.

FIRST 5 LA DELIVERABLES

1. Identify and prioritize activities for leveraging social and fiscal resources in support of Best Start LA outcomes in conjunction with a Sustainability Contractor who will be hired by First 5 LA in March 2009 (see Section II D “Sustainability”).
   a. Create a leveraging asset inventory and asset maps showing current resources related to the sustainability of Best Start LA strategies at the demonstration site level and the county level.
2. Build and nurture ownership of and participation in the Best Start LA vision, across the county, developing partnerships with individuals and entities working to achieve similar results.
   a. Establish recommendations for engaging key champions and volunteers across demonstration sites.

LEAD ENTITY DELIVERABLES

1. The Lead Entity is the primary contact for the CBAR contractor in the Pilot Community. The Lead Entity will assist the CBAR contractor in the assessment of local community needs and resources, and utilize the CBAR contractor, as needed, for guidance in the analysis of strengths and problems and the development of local strategies to achieve desired goals for families with children prenatal through 3.
   a. The Lead Entity has the responsibility of overseeing the utilization of Community-Based Action Research (CBAR) methods to develop a clearer understanding of the local community conditions and opportunities for families with children prenatal through 3 within the Pilot Community, and of developing a community specific plan which details the implementation of the proposed strategies intended to achieve the Best Start LA outcomes.
   b. Using information provided by First 5 LA, the Lead Entity, with the assistance of the CBAR contractor, will conduct an in-depth environmental scan which will include:
      i. Verifying what supports already exist for families with children prenatal through 3 within the domains of the Best Start LA goals of school readiness (including nurturing and cognitively stimulating activities and environments), safety (including child abuse prevention), and health (including mental health and dental care).
      ii. Develop a comprehensive list of services and organizations (including public sector services) that can reasonably be accessed by the target population at this time.
      iii. Meet with potential partners to learn more about their programs and interests, and to develop an understanding of their constituency (congregation, clients, members etc.).
iv. Assess for appropriate matches for partnership based on mutual or supporting goals.

v. Develop a basic asset map, building on the First 5 LA mapping efforts, and identify any key gaps in regards to implementing the proposed Best Start LA strategies.

vi. Identify existing formal and informal networks working to improve quality of life for the target community (i.e. churches and groups focused on improving the environment, housing, businesses, education, or public services within the community).

vii. Develop a comprehensive list of associations and organizations within the targeted community.

viii. Meet with associations and community groups to learn more about their members and interests.

ix. Assess for appropriate matches for partnership and participation based on mutual or supporting goals.

C. Training and Technical Assistance
Training is important in order to maximize the outcomes of Best Start LA. Various training and technical assistance issues will emerge as the Best Start LA Pilot Community Partnership is formalized and implementation begins.

The Training and Technical Assistance focus area will help to: (1) ensure objectives are met and activities are appropriately implemented; (2) maximize effectiveness of the three primary BSLA strategies; (3) allow stakeholders to work cooperatively to build on community knowledge and will; and (4) assist in facilitating the transformation of the Pilot Community into baby/toddler friendly and nurturing environments. Training and technical assistance will also ensure that the strategies and activities of the Best Start LA approach and vision are universally understood among all stakeholders in the Pilot Community and reflected in all aspects of the Best Start LA implementation. It is anticipated that training and technical assistance efforts will take place at various levels including the program, organizational, partnership, community and county levels.

FIRST 5 LA DELIVERABLES
First 5 LA and the Lead Entity will work cooperatively in the assessment of training and technical assistance needs as they are determined throughout the duration of the Best Start LA project. More specific detail regarding implementation of training and technical assistance will be developed as assessment processes are completed.

LEAD ENTITY DELIVERABLES
The Pilot Community Partnership will create a training and technical assistance plan. To appropriately inform and guide the development of the training plan, the Lead Entity will be responsible for working with First 5 LA staff, strategic partners and BSLA Partnership stakeholders to complete various technical assistance needs assessments which will identify the following:

1. Partnership capacity-building needs;
2. Organizational capacity building needs as illustrated in the Partnership's Strategic Plan and Sustainability Plan. (See Focus Areas B and D);
3. Programmatic training needs related to primary prevention efforts.
D. Sustainability

Sustainability efforts for Best Start LA emphasize a common understanding among Best Start LA Partnership members and other community stakeholders that strengthens partnerships to achieve Best Start LA long-term outcomes. First 5 LA sustainability efforts emphasize a holistic approach to sustain its investments, spread effective strategic innovations across LA County and leverage resources in order to ensure lasting improvements in the systems of care and informal support that impact the health and well-being of young children and their families. Best Start LA will build on the unique strengths of each Best Start LA partner to achieve sustainable, long-term results.

FIRST 5 LA DELIVERABLES

First 5 LA will provide a sustainability contractor to achieve the following targeted goals for a successful sustainability strategy:

1. Identify and prioritize activities for leveraging fiscal and non-fiscal resources in support of Best Start LA objectives;
2. Build and nurture a common sustainability vision, developing partnerships with individuals and entities working to achieve similar results;
3. Identify and implement strategies to build the capacity of grantee and non-grantee organizations, individuals and champions to participate in sustaining county-wide the Best Start LA investment;
4. In partnership with Best Start LA Pilot Community staff, identify appropriate sources of new and increased fiscal support, e.g. government, corporate, foundation, individual for the Pilot Community members to engage. These approaches will also identify ways communities, beyond Best Start LA demonstration communities, can be funded over the long-term.
5. Build upon and ensure the coordination of existing organizational efforts currently underway that support the sustainability of Best Start LA objectives such as First 5 LA capacity building activities, Policy Agenda, and Place-Based evaluation efforts.

LEAD ENTITY DELIVERABLES

In consultation with the Sustainability Contractor and the members of the Best Start LA Partnership, establish a long-term comprehensive, community-owned sustainability plan, to include:

1. Identify and implement strategies to build the capacity of grantee and non-grantee organizations, individuals and champions to participate in sustaining the Best Start LA outcomes.
2. In partnership with First 5 LA, identify and engage appropriate new and increased sources of fiscal support, e.g. government, corporate, foundation, individual, for Best Start LA priorities.

E. Policy

Community resources, supports, and services are dynamic representations of community strengths and unique responses to community needs. Many of the issues addressed by the community’s mobilization around these issues provide opportunities for local policy solutions, i.e. business practices, local ordinances, and service protocols and procedures. Through its policy efforts, First 5 LA will promote and support these types of activities to achieve sustainable change in Best Start LA demonstration communities. This approach will also elucidate issues to be addressed at a county-wide or broader level and/or are raised by a number of Best Start LA communities.
FIRST 5 LA DELIVERABLES
First 5 LA staff will provide the following to the demonstration community’s Best Start LA Partnership membership in support of its policy efforts:

1. Overview of the First 5 LA Policy Agenda and opportunities to engage in its implementation (voluntary). This may include:
   a. Periodic presentations at regularly scheduled partnership meetings on policy issues related directly or indirectly to the public policy goals of First 5 LA;
   b. Electronic or postal mail updates on relevant public policy issues and actions;
   c. Follow up/evaluate the relevance and user-friendliness of policy updates. Receive and report to Commission the Policy Workgroup suggestions from the Partnership for new or revised First 5 LA Public Policy Agenda priorities; consider for inclusion in updates of Agenda;
   d. Invitations to the Best Start LA Partnership to participate in community level focus groups, meetings with decision-makers, and educational forums regarding issues on the First 5 LA Policy Agenda;
   e. Invitations to Best Start LA Partnership to submit testimony or success stories of programs supported in the First 5 LA Policy Agenda.

2. Overview of the Best Start LA Community-Wide Policy Agenda:
   Assistance to the Partnership membership in their work on policy issues they have identified that are relevant to the Best Start LA community but fall outside the scope of the First 5 LA Policy Agenda. This may include:
   a. Coordinating with the CBAR contractor to include questions assessing the Best Start LA community’s capacity to engage in policy development and advocacy as part of the initial environmental scan conducted by the Partnership members;
   b. Training and technical assistance on:
      i. Understanding options related to policy work;
      ii. Prioritizing a policy issue and encouraging the Partnership to initially “pick a winner” through a facilitated process;
      iii. Strategy and action planning around their identified policy issue;
      iv. The potential constraints inherent in policy work in a political environment:
         a. How strategies and actions affect the work of First 5 LA;
         b. How strategies and actions affect the work of the Partnership.
   c. Providing policy implementation tools such as the First 5 California Policy Tool Kit.

3. Assistance to the Partnership membership in their work on policy issues they have identified that are reflected in the First 5 LA Policy Agenda. This may include all of the support cited above in #2 plus potentially:
   a. Support in development of advocacy tools such as fact sheets;
   b. Support in identifying partners and information sources.

LEAD ENTITY DELIVERABLES
Lead Entity for the Partnership will provide the following support for policy work within the Partnership:

1. Identify one of Best Start LA Partnership staff to act as the lead policy person in coordinating the partnership’s policy efforts;
2. Partnership policy person will:
   • Coordinate activities of any Best Start LA Partnership committee focusing on policy issues;
   • Track policy alerts and updates and forward to appropriate Partnership committee or staff for action;
   • Communicate with First 5 LA policy staff regarding policy questions, follow up on policy alerts, or policy-related training or technical assistance requests;
   • Coordinate with the on site First 5 LA evaluation staff person regarding data collection efforts related to policy development and implementation. This would include tracking actions taken at Partnership level on policy alerts and the effectiveness/relevance of the alerts and success of the actions;
   • Reach out to identify providers or program participants in the Partnership who are able to support advocacy efforts through meetings with decision makers, testimony, success stories, etc;
   • Encourage and support the Partnership to involve parents/program participants in deciding policy directions and in advocacy efforts;
   • Translate materials for consumption by Partnership members. This translation may include language, cultural relevance, examples, adjusting jargon or abbreviating information.

3. Develop capacity for Partnership members to advocate for change at local level that supports and influences policy development benefiting Best Start LA population.
   • Implement the community action plan developed through the Community Based Action Research Process including:
     o Strategies to support local leadership development by providing on-going coaching and support to local leaders who advocate for the needs of infants, toddlers and pregnant women
   • Develop and implement a process to distribute financial support to Community Action Plan activities (not to exceed $25,000 annually).

F. Public Affairs and Communication Plan
First 5 LA staff will provide assistance to achieve consistent messaging around Best Start LA vision and outcomes across the Pilot and demonstration communities. The Communications Plan focuses on three goal areas:
1. To increase and strengthen channels of communication among and between the members of the Best Start LA Pilot Community Partnership to effectively accomplish Best Start LA outcomes;
2. To develop and strengthen channels of communication among and between the various community networks operating within Best Start LA communities who are directly or indirectly impacted by Best Start LA activities (e.g. School Readiness Initiative, Best Babies Collaborative, Children’s Planning Council, Department of Child and Family Services Prevention Initiative).
3. To build, strengthen and sustain relationships among Partnership members, stakeholders, clients and community members regarding implementation of all components of Best Start LA in the Pilot Community.

FIRST 5 LA DELIVERABLES
1. Development of a communications strategy with Partnership members, including a “town hall” website;
2. Participation in the communications’ agenda item at regularly scheduled Best Start LA Partnership meetings to review, discuss and update communication/networking strategy (both internally among the network and externally to the community and general public);

3. Development of “branding” materials with the Best Start LA Partnership that:
   a. Identifies what the group wants to achieve;
   b. Capitalizes on its strengths;
   c. Builds on First 5 LA’s marketing message (i.e. know you’re a good role model to your child – “they do what you do”);
   d. Provides training on social marketing strategies including identifying the Partnership’s target audience, what do they want communicated for what outcomes and how will success regarding marketing be defined;
   e. Assists in development of culturally and linguistically appropriate materials for use in parent education and health promotion, as well as invitations to join on going programs within Best Start LA;
   f. Provides oversight of marketing materials to ensure both Best Start LA brand integrity and community uniqueness.

4. Development of an on-line print store:
   a. The Partnership has a capped designated fund (this is to be determined and based upon how the contract is structured) for purchase of multi-language marketing materials that can be customized and purchased directly (e.g. banners, posters).
   b. Development of other partnerships that support and sustain aspects of the Partnership’s efforts.

5. Development of other partnerships that support and sustain aspects of the Partnership’s efforts.

6. Technical assistance to on site web/communications manager;

7. Assistance to the Best Start LA Partnership in developing a series of items that build on each other and reinforce the Best Start LA marketing brand (e.g. items in the Kit for New Parents, items at various place-based services);

8. Provide assistance to the Best Start LA Partnership in developing messages to potential Best Start LA clients and materials for recruiting participation in Best Start LA program components (e.g. brochures describing place based services, Welcome, Baby!);

9. Provide funding for three public events (e.g. health fair, community celebration) – any venue to get the Best Start LA message out.

LEAD ENTITY DELIVERABLES

1. Development of a social marketing strategy for their Best Start LA community including:
   a. Attending training to identify target audience and message;
   b. Regular monitoring of marketing/communication strategy regarding what is and is not successful, including definable goals with appropriate measurements;
   c. Opportunities for Partnership members to develop and sustain on going relationships through various communication strategies;
   d. Opportunities for Partnership members to reflect on the work of Best Start LA through feedback loops related to both Best Start LA activities and the progress of the Partnership.

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2. Active participation in the centralized community electronic “town hall”: a website that is used exclusively by the Partnership members to communicate around a variety of topics, including:
   a. Information regarding programs, updates, changes, announcements;
   b. Message board;
   c. Event information calendar;
   d. Templates, e.g. flyers for events.
3. A portion of a Best Start LA staff member’s time to serve as website editor – to manage, coordinate and update the Best Start LA website and prepare marketing/communication materials using templates provided by First 5 LA.
4. Dissemination of the Partnership outcomes, messages and descriptions of success in engaging the larger community in its efforts.
5. Identification of additional partners for marketing to the public, e.g. posters or PSAs at a local theater or DVD rental store highlighting Best Start LA, signs for breastfeeding friendly stores;
6. Use of the data from Metamorphosis Project in determining types of media outlets most effective in message delivery. The Metamorphosis Project at the USC Annenberg School for Communication provides communications research for professionals who are bringing about social change, helping organizations and individuals develop culturally effective message delivery.

G. Workforce Development (WFD)

Specializations in treatment and support for the Best Start LA population are, in many cases, still in the formative stages. Most existing systems were not designed to care for or treat the prenatal through three population. While veteran workers in the field have had a wide range of training and support opportunities, capacity development and training programs have been inconsistent in reaching many geographical locations and specific groups of workers.

FIRST 5 LA DELIVERABLES

To ensure that all community members who contribute to the care and support of the prenatal through three population have the necessary knowledge and skills to meet children’s developmental needs, First 5 LA has contracted with ZERO TO THREE to develop three work groups who will lay the ground work for the WFD component of Best Start LA.

First 5 LA will work with existing professionals with expertise in the early childhood arena to establish consensus regarding core competencies\(^3\) for promotion of healthy early development, prevention and intervention/treatment. First 5 LA will then facilitate the use of these competencies to develop and/or recommend training modules\(^4\) for community volunteers, paraprofessionals, professionals and other Best Start LA partners.

\(^3\) Since the establishment of competencies is not fully agreed upon in some domains, a single set of competencies may not be possible at this time; however, broad agreement of competencies that inform all aspects of P-3 care will be determined.

\(^4\) Training modules are not meant to replace existing resources but will organize and align training module recommendations with core competencies.
LEAD ENTITY DELIVERABLES
The Lead Entity, along with First 5 LA and ZERO TO THREE, will develop an implementation plan/work plan for the local Best Start LA site that will increase the local workforce’s capacity to positively contribute to the optimization of the developmental potential of young children. Representatives from the Pilot Community may be asked to participate in a work group(s).

H. Evaluation
First 5 LA believes that sound project evaluation is just as important as well designed projects. First 5 LA evaluation activities are informed by its Revised Evaluation and Accountability Framework (http://www.first5la.org/files/Evaluation-Accountability-Framework.pdf).

Upon execution of the contract, the Lead Entity will work collectively with First 5 LA to develop an evaluation plan for the pilot period that will include milestones and indicators of achievement and accountability. In addition, the Lead Entity may be required to participate in research and evaluation efforts spearheaded by First 5 LA or First 5 California.

The First 5 LA evaluation strategy for Best Start LA is designed to capture outcomes that can be achieved in the short-, mid- and long-term in the following categories:
- Child and family
- Community
- Data infrastructure
- Sustainability/scalability
- Workforce development
- Organizational
- Policy
- Cost-benefits

FIRST 5 LA DELIVERABLES
First 5 LA staff will provide the following to the Pilot Community's Best Start LA Partnership membership:
- Coordinate efforts with Partnership Lead Entity to ensure data is being collected;
- Provide training and technical assistance on data collection and data entry;
- Develop appointment scheduling system to facilitate meetings with Partnership Lead Entity;
- Assist in data collection efforts on both process and outcome evaluation, particularly during developmental phase of the Partnership;
- Represent First 5 LA evaluation interests during CBAR process;
- Obtain data from the Partnership Lead Entity and Partnership members;
- Assist Partnership Lead Entity and Partnership members in the dissemination of surveys throughout the Partnership;
- Attend, support, and participate in Best Start LA Partnership meetings to provide data collection-related services;
- Develop schedule for generating reports on missing data or data errors and work with the appropriate entities to collect missing data or correct data errors.
LEAD ENTITY DELIVERABLES
The Lead Entity will establish and launch locally based accountability infrastructure and protocols. It will also implement recommendations for improvement based on results. Lead Entity for the Partnership will provide the following to the First 5 LA staff:

1. Attend and participate in regular meetings with Best Start LA staff, Data team, other First 5 LA Departments, Welcome, Baby! Oversight Agency, and Partnership members and agencies;
2. Coordinate with CBAR conveners on necessary data collection related to community mobilization efforts;
3. Ensure Partnership members are collecting and entering accurate data into appropriate databases in a timely manner;
4. Collection and consolidation of quantitative and qualitative data from all Partnership members and agencies within the Partnership for dissemination to Best Start LA staff;
5. Keep journal log of all activities related to Best Start LA strategies and components;
6. Ensure process and outcome measures from all Partnership-related activities are being collected;
7. Provide periodic updates on activities relating to the Best Start LA components;
8. Monitor trends within and external to the community that have an impact on issues relevant to Best Start LA; and
9. Coordinate with Welcome, Baby! Administrator in collection and presentation of data.

I. Place-Based Services
Ongoing engagement of families with children prenatal through three will occur through the Pilot Community’s Place-Based strategies. These activities and Place-Based services are meant to mobilize and enrich the environments that support early childhood development in the context of parents, families, neighborhoods and community. Many of the Place-Based strategies will be unique to the Pilot Community and will reflect its cultural and linguistic diversity. Place-Based strategies will be directed towards achieving those outcomes focused on the capacity of physical and social environments to nurture the healthy and safe development of very young children. The First 5 LA Commission will continue to assess additional opportunities to invest in Place-Based activities as feedback regarding their impacts become available.

The following Place-Based strategies have been identified to facilitate a common approach to achieving the Best Start LA outcomes and to link activities within the Pilot Community and across all five demonstration sites:

- Play environments for children: safe and welcoming play spaces for parents and caregivers to learn about their child’s development through observing and interacting with them in play;
- Family Education and Supportive Services: individual and group activities that will include information, classes and support groups;
• Resource Center: culturally and linguistically appropriate health information, educational toys and materials to stimulate infant and toddler development, parenting books, information on child safety and other relevant topics;
• Interactive Baby Registry – links to current resource lists and access to coupons and benefits with membership card, discounts with participating vendors and easy sign-in at Best Start LA activities;
• Information and Guidance on Developmental Screenings: information regarding developmental milestones and the importance of asking questions when they have concerns or just want to know more about their child’s development;
• Building Social Connectedness: opportunities for parents to develop relationships with other adults that may foster shared values and a sense of camaraderie with other parents and family members.

The Community Based Action Research (CBAR) process will result in the following information that will form the basis of developing, expanding or changing Place-Based services within the Pilot Community:
• Engagement of a variety of community representatives willing to implement recommendations,
• An in depth environmental scan of the community,
• Recommendations to address the issues, problems and visions identified through the CBAR process.

LEAD ENTITY DELIVERABLES
The Lead Entity will coordinate with the Pilot Community Partnership members to establish a broad range of relationships that result in the coordination of existing, neighborhood activities or the addition of Place-Based resources to provide information, support, and social connectedness to all Best Start LA community families:
• Coordinate with the Pilot Community Partnership to establish or link existing social supports for families. Such supports could include family resource centers, play groups, recreational or cultural events, library outreach programs, mommy and me classes, parenting classes, father support groups, as well as others that are established in their neighborhoods.
• Establish and monitor action plans with the Pilot Community Partnership to address the CBAR recommendations for Place-Based services.
• Annually update the Place-Based services strategy with the Pilot Community Partnership to ensure that Best Start LA outcomes related to Place-Based strategies are accomplished.
• Coordinate with other First 5 LA Investments that are identified during the five years of project funding.

The Lead Entity will also coordinate with the Family Place Libraries (FPL) initiative, identified as one of the several components to achieve Best Start LA outcomes. First 5 LA, the County of Los Angeles Public Library system and the Pilot Community Partnership Lead Entity will coordinate their efforts in implementing Family Place Libraries in the Pilot Community and ensuring coordination with Family Place Libraries in the other four demonstration communities and in other LA County sites.
FIRST 5 LA DELIVERABLES FOR FAMILY PLACE LIBRARIES
  a. Design structure for strategic partnership with the County of Los Angeles Public Library and, if applicable for pilot or demonstration communities, with the City of Los Angeles Public Library;
  b. Coordinate with County of Los Angeles in selection of eligible libraries;
  c. Provide financial support for Family Place Libraries training, renovation, and materials for one to two libraries within each of the pilot and demonstration communities as well as an additional ten libraries throughout LA County;
  d. Coordinate data collection and analysis regarding utilization and effectiveness of Family Place libraries with both the County of Los Angeles Public Library and the California State Library Family Place evaluator;
  e. Facilitate coordination of linkages between Family Place Libraries, Lead Entities, and community resources within pilot and demonstration communities.

COUNTY OF LOS ANGELES PUBLIC LIBRARY DELIVERABLES
  a. Identify libraries ready for Family Place implementation within communities selected by First 5 LA;
  b. For selected libraries, assess the physical and resource needs of the library in regard to meeting Family Place requirements to identify needs for renovations and new materials;
  c. Coordinate bid and selection of contractor for all necessary renovations;
  d. Conduct outreach to families with young children and new parents within communities selected for Family Place implementation; identify critical family needs specific to community for library sites within Pilot and demonstration communities; and coordinate these efforts with Lead Entity;
  e. Ensure attendance of selected library staff at formal Family Place training as well as ongoing utilization of technical assistance and National Family Place listserv;
  f. Oversee the implementation of at least three five-week workshops for families at each library per year;
  g. Coordinate with First 5 LA evaluators the collection and analysis of data regarding use and effectiveness of Family Place programs

LEAD ENTITY DELIVERABLES FOR FAMILY PLACE LIBRARIES
  a. Coordinate a resource directory to share with Family Place Library(ies) within Pilot Community, listing appropriate resources within the Best Start LA Pilot catchment area;
  b. Serve as liaison between Family Place Library(ies) staff and community resources as needed;
  c. Coordinate selection and participation of community resources in Family Place Library workshops presented to families, i.e. at least five different resources for each of three workshops per year per library designated as a Family Place Library in the Pilot Community.

J. Coordinate with Welcome Baby Oversight and Training Lead Entity
The Lead Entity will coordinate efforts with the Welcome, Baby! Oversight and Training Lead Entity (WB Administrator) to ensure effective and efficient delivery of Welcome, Baby! services to families and a responsive and effective community process for referrals
and follow up activities with families within the Best Start LA community. First 5 LA will hire the WB Administrator. This Administrator will oversee the centralized functions necessary for the implementation of the Family Engagement activities that include: engagement protocol development, training and hiring of Welcome Baby! teams, oversights and quality assurance of teams, partnership development with hospitals and larger county systems necessary for implementation.

**FIRST 5 LA DELIVERABLES**

1. The First 5 LA staff responsible for oversight of Best Start LA’s Welcome, Baby! (WB) strategy will coordinate with the First 5 LA staff responsible for oversight of the Best Start LA Place-Based and Community Mobilizing activities regarding all aspects of program development and implementation.

2. The respective Best Start LA staff will communicate regularly with the appropriate Partnership Lead Entity staff regarding WB services, referrals and follow up to ensure coordination among Best Start LA strategies.

**LEAD ENTITY DELIVERABLES**

1. Coordinate with the First 5 LA staff and WB staff to ensure WB data elements regarding family referrals and follow up activities are captured;

2. Monitor and provide feedback to the WB Administrator and First 5 LA Best Start LA staff regarding the intra-agency process strategies;

3. Manage the messaging around WB in the Best Start LA community to ensure community acceptance and appropriate use of WB services.

4. Assist in coordinating the establishment of an early intervention service provider network with the Best Start LA Partnership to support the Welcome, Baby! effort to engage families and provide linkages to local resources:
   A. Development of mechanisms to receive and make referrals between the Partnership service providers and the “Welcome Baby!” team;
   B. With the Best Start LA Partnership, identify gaps in services that may impede a family or child’s healthy development;
   C. Communicate service gaps and any referral issues to the local Best Start LA community mobilization efforts for review and action;

The Lead Entity contractor and any subcontractors will be responsible for developing a scope of work that includes a timeline with benchmarks for completing all deliverables. This scope of work will be accomplished through regular communication and coordination with First 5 LA staff to discuss progress and incorporate direction from the Commission into the strategic plan. The contractor and any subcontractors will also complete comprehensive written updates for the First 5 LA Commission outlining progress of all deliverables on a regular basis. This scope of work will also include supporting other activities which are responsive to the process, but not currently identified.

**IV. ELIGIBILITY & QUALIFICATIONS**

A. **Eligibility**: Proposals will be considered from public and private entities and/or collaborations. Applicants should have established a staff presence and office in or near the Pilot Community geographic area for at least three years. The most highly qualified applicants will be invited for an interview with, and oral presentation to, First 5 LA staff and/or Commissioners.
1. Current/Former grantees and/or contractors must be in good standing and in compliance with all aspects of their contract with First 5 LA in order to be eligible to apply for the current Request for Proposals, Request for Qualifications, BIDS and Letters of Intent. COMMISSION may deem an applicant ineligible if it finds in its reasonable discretion, that applicant has done any of the following, including but not limited to: (1) violated any significant terms or conditions of Grant Agreement/Contract; (2) committed any act or omission which negatively reflects on Applicant’s quality, fitness or capacity to perform services listed in RFP/RFQ with COMMISSION or any other public entity, or engaged in a pattern or practice which negatively reflects on the same; (3) committed an act or offense which indicates a lack of business integrity or business dishonesty; or (4) made or submitted a false claim against COMMISSION or any other public entity.

B. Qualifications: Applicants must have the experience, knowledge, and skill necessary to execute this magnitude of a partnership planning and implementation effort. These qualities include:

1. EXPERIENCE
   - Strong and successful history of innovative development work with culturally diverse partnership, network or collaborative ventures to achieve a shared vision and outcomes;
   - Strong history of working on large scale culturally diverse initiatives involving community and systems change efforts through a partnership, collaboration or network with both traditional human service partners and non traditional partners;
   - Demonstrated success in facilitating and building consensus among an expansive and diverse cultural and linguistic array of stakeholders with varied interests in the Pilot Community;
   - Demonstrated experience with issues facing the Pilot Community geographic catchment area;
   - Experience conducting or coordinating environmental scans around programs supporting young children and families;
   - Experience and demonstrated knowledge and skills in developing, implementing, and monitoring/evaluating strategic plans of similar scope for agencies or collaborations, networks or partnerships of comparable size;
   - Established relationships and access to key informants such as funders, policy and decision makers and agency and community leaders in the Pilot community;
   - Experience in executing marketing and public education campaigns;
   - Experience in grant making and working with public and private funding institutions;
   - Experience in organizational development, including the ability to assess organizational challenges and facilitate dialogues and processes toward organizational policy recommendations, if necessary.
2. **KNOWLEDGE**
   - Strong knowledge of the funding and political environment in the Pilot Community and any relevant corresponding environments in Los Angeles County;
   - Understanding of issues facing the Pilot Community geographic catchment area, including cultural and linguistic sensitivity;
   - Expertise in organizational and partnership development, including assessing capacity and resource issues, and engaging non agency community members in a partnership process;
   - Understanding of issues facing young children and families in LA County, and specifically in the Pilot Community, especially specific to the health, early learning and safety of children and families with young children;
   - Expertise and experience with research and evaluation methodology, and theoretical models and approaches;

3. **SKILLS**
   - Ability to bring in expertise needed to produce high quality deliverables;
   - Understanding and ability to work with diverse community perspectives around issues affecting the development of children and families in a neighborhood environment;
   - Ability to execute marketing and public education campaigns;
   - Ability to galvanize individuals, groups and communities, with a variety of interests, to build consensus around a shared vision and outcomes;
   - Ability to communicate complex issues, stimulate creative thinking and negotiate differences to resolve conflicts;
   - Ability to assess short and long-term outcomes, activities and goals;
   - Ability to initiate and facilitate conversations with key informants, lead and facilitate public meetings, and mediate public forums;
   - Strong written and oral communication skills; ability to synthesize information from multiple sources and form recommendations to report to the First 5 LA staff and Commission;
   - Background in Organizational Development, Community Mobilization and Community Planning;
   - Ability to be accessible and flexible in accordance with product timelines and activities;
   - Strong management and team building skills.

4. **AVAILABILITY:** The timeline for this project will be intense. In order to be considered, applicants must be able to demonstrate that they can complete all deliverables within the Best Start LA project period (5 years total).
V. SELECTION PROCESS AND REVIEW CRITERIA

A. Review Process and Criteria (See Appendix A: Proposal Review Tool)

First 5 LA will award a contract to applicant(s) that has the expertise and qualifications to successfully implement the Best Start LA Pilot Community Partnership Lead Entity requirements as outlined in this RFP.

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

The review team will consist of a multi-departmental team of First 5 LA staff as well as external reviewers. All decisions of First 5 LA are final. First 5 LA will provide applicants that are not selected with general feedback. An appeal process is not available.

The review process will consist of the review of the proposal and an interview, which will involve a presentation illustrating applicants’ vision and capacity for implementation of the described scope of work.

The following represents the selection criteria that will be considered during the review process:

- The applicant’s past experience in performing comparable work;
- The applicant’s experience in working with diverse groups of community members in the Pilot Community geographic catchment area;
- The applicant’s demonstrated knowledge, experience, and skills in developing and implementing strategic plans of similar scope for agencies of comparable size;
- The demonstrated experience of the agency to assume the lead role, which includes responsibility for governance, fiscal activities and reporting;
- The demonstrated commitment to hiring and training quality staff;
- The applicant’s creativity and the quality of the portfolio of prior work;
- The applicant’s work with previous networks, partnerships, and/or collaborations;
- The collective ability and commitment to utilizing and maintaining an interactive web-based data system;
- The design of the project, including management structure;
- The cost-effectiveness of applicant’s proposal.

Statements of qualifications with omissions of any required documentation are subject to disqualification.

B. Review Tools

The application review tools used by the review committee include:

- Level 1 Review Tool – A checklist noting minimum documentation submitted as required;
• Level 2 Review Tool – Proposal Review regarding the Applicant’s Capacity and Qualifications (Experience, Knowledge and Expertise, and Skills); and the proposed activities, timeline and staffing to meet the project requirements and deliverables;

• Level 3 Review Tool – Financial Review to assess financial soundness of the agency, identify any serious financial concerns, and determine if all budgeted items requested are in compliance with F5LA policies;

VI. APPLICATION PROPOSAL
In response to this Request for Proposals, applicants are asked to submit a complete proposal no later than 5:00 PM on October 24, 2008. Applicant must clearly illustrate the experience, skills and knowledge specified in the preceding section (see Eligibility and Qualifications). The inclusion of examples of relevant projects completed is encouraged. Postmarks, e-mails, and faxes are not accepted. Proposals must be sent to:

Evelyn V. Martinez, Executive Director
First 5 LA
750 N Alameda Street, Suite 300
Los Angeles, CA 90012
Attention: Best Start LA Pilot Community Lead Entity staff

NOTE: All materials submitted as part of an applicant’s Statement of Qualifications become the property of the Commission. Materials will not be returned to applicants.

The Commission takes no responsibility for the handling of any correspondence/Statement of Qualifications that is mailed and not delivered in person. These deadlines will be strictly adhered to and no exception will be granted. Any proposal that does not include all the information requested in this RFP will not be reviewed. Any materials exceeding the maximum page requirement or additional documents not requested as part of this application packet will not be reviewed. Application proposal packets received after 5:00 p.m. on October 24, 2008, at the Commission’s office will not be accepted. An appeal process will not be available.

A. Statement of Qualifications: Statement of Qualifications must contain all of the following items in order to qualify for review. Content is not to exceed twenty (20) pages (excluding the cover letter, reference forms, and budget worksheets).

1. Cover Letter (two page maximum): The letter must include the organization’s name, address, telephone, fax, and e-mail address; the primary contact person’s name, title, and address, telephone, fax, and e-mail address (if different from organization’s information). All members of an applicant team must list the same information for all participating agencies. The letter must be written on the agency’s letterhead, signed by an authorized signatory, such as the organization president, chief executive officer or director.

2. Description of Organization’s Qualifications: Applicant must clearly illustrate experience, knowledge, and skills specified in Section II (see Eligibility and Qualifications). Include examples of relevant projects completed.
3. **Key Personnel**: List proposed key personnel who will actively participate in this contract and their relevant skills and experience.

4. **References**: Using the attached First 5 LA Client Reference Form, provide a total of three (3) letters of references from other relevant projects. Each completed reference form must not exceed two pages.

**B. Planning and Implementation Processes:**

Describe the work processes (or methodology) your agency will utilize to accomplish First 5 LA Project Requirements and Deliverables described in this RFP. Content of this section is not to exceed 25 pages. Provide a comprehensive detailed list of the objectives, deliverables, and sequence of tasks and/or activities to be completed in a Program timeline within *Appendix E: Scope of Work*. Include all activities listed in this RFP, such as timeline for hiring staff and subcontractors, development of interim Leadership Body, development of Pilot Community Governance Structure, recruiting Partnership members, and coordinating community mobilization activities with the Community Based Action Research (CBAR) contractor.

Prepare the *Scope of Work* by fiscal years, one for each year of the five year funding cycle. Because Year One of the project overlaps two fiscal cycles, please prepare a *Scope of Work* for each of the following periods:

- March 1 – June 30, 2009,
- July 1, 2009 to June 30, 2010,
- July 1, 2010 to June 30, 2011,
- July 1, 2011 to June 30, 2012
- July 1, 2012 to June 30, 2013, and

Organize the *Scope of Work* to address all of the areas outlined in Section III, Project Requirements and Deliverables. If there are proposed objectives and activities that fall outside of the scope of the headings in this section, create an additional sub-heading for those objectives and activities. Organize the objectives and activities under each section of the *Scope of Work* based on its occurrence in the Timeline. The *Scope of Work* will be the basis of contract negotiations if the proposal is recommended for funding. The Commission expressly reserves the right to negotiate changes to the proposal’s *Scope of Work* and Budget.

**C. Budget:**

Programs submitting proposals for Best Start LA Pilot Community Partnership Lead Entity funding must develop budgets that are in line with common business practices to ensure the success of the Best Start LA Pilot Community Partnership. Programs must complete a Detailed Budget Summary for Year 1: March 1 – June 30, 2009 and July 1, 2009 to June 30, 2010 (See Appendix F: Detailed Budget Summary Form). The Program must also include a Budget Narrative for the Year 1 Detailed Budget Summary Form (See Appendix K: Sample Budget Narrative). The Budget Request Forms may be expanded to provide additional line items or space for clarification. If applicable, use Detailed Budget Summary Form to create a separate budget for each subcontractor.
Additionally, Programs must complete a Projected Summary Budget Form (See Appendix J: Projected Budget Summary Form) for each of the five years of the Program.

Please note, if selected, the Program will be required to submit a Detailed Budget Summary Form as well as budget narratives for subsequent years, in addition to the Actuals and Projected Budget Form (All Years Combined) Form.

Organizations submitting a proposal for funding to implement the Best Start LA Pilot Community Partnership can request up to $4,493,052 over a five year period. Because of the scope and complexity of the work required, an organization considering submitting a proposal for funding may include other organizations as subcontractors who demonstrate experience, skills and knowledge in a particular target area outlined in Section II, Project Requirements and Deliverables.

Complete a Budget Narrative and include as Appendix K: Budget Narrative of the proposal. The Budget Narrative must include the name or description of the line item, the budgeted amount, a brief description of the purpose for the item in the Program, and a summary calculation for the line item. Also, include the Program financing and management cash flow. In the Budget Narrative also describe other resources, cash or in-kind, which have been secured or will be for this Program other than the funds requested in this proposal. Include the most recent copy of audited financial statements, including any management letters. The Budget Request Forms and Budget Narrative will not be included as part of the twenty-five (25) page proposal maximum.

Policy and Guidelines for Hiring Consultants
Per First 5 LA Policy and Guidelines for Hiring Consultants, 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. 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).

The total budget for this RFP shall not exceed a total estimated amount of $4,493,052 for the five year funding period.

VII. PREPARATION AND SUBMISSION GUIDELINES
Applicants interested in submitting an application for the Best Start LA RFP must attend the First 5 LA Best Start LA Information Meeting. The meeting will provide information about the RFP and the RFP process and staff will be available to answer questions related to the Best Start LA model.

The costs of developing the proposal are entirely the responsibility of the applicant(s) submitting this application and can not be charged to the Commission or included in the proposed budget. The Commission is prohibited from funding any services performed and/or paid for prior to an agreement approved by the Commission.
A. General Guidelines

Applications must adhere to the following guidelines to be considered:

- Use only 8 ½” by 11”, white paper;
- Times New Roman font, no less than 12-point;
- Single sided only;
- No less than 1-inch margins; No less than 1.5 line spacing;
- Clip all copies of the application. All pages and page numbers, excluding appendices, must be numbered sequentially with the name of the Lead agency at the top of each page;
- Provide a table of contents with page numbers for the application;
- The descriptive application content must not exceed twenty-five (25) pages total, not including appendices and required documents;
- The application materials must not be bound, although a heavy clasp or thick rubber band is acceptable. Expensive binding, colored displays, promotional materials, etc., are not necessary or desired. Do not use binders;
- **One (1) original plus eight (8) copies** of the full application (including all appendices) must be submitted; and
- All original forms and appendices that require signatures must be signed in blue ink for the original application package. Signature stamps are not acceptable. The five additional copies may include photocopied signatures.

A complete application or application package will consist of the items identified below. Complete this checklist to confirm all the required items are included. For an application to be eligible for review, all required attachments must be submitted (See Checklist below).

B. Proposal Package

A complete proposal package must consist of the items identified below. The proposal package should only consist of these items. For a proposal to be eligible for review, all required Appendices must be submitted by the stated deadline. Complete the **Appendix B: Proposal Package Checklist** to confirm all the required items are included. The following must be included in the order listed below:

The following documents are required to be submitted with the proposal:

- Appendix A: Proposal Cover Sheet
- Appendix B: Proposal Package Checklist
- Table of Contents
- Content of the Narrative
- Organization Chart
- Resumes of principal staff, subcontractor(s) and consultant(s) as well as job qualifications and descriptions for new positions
- Appendix C: Memorandum(s) of Understanding
- Appendix D: Previous Client Form (limit of 3 previous clients)
- Appendix E: Scope of Work
- Appendix F: Budget Forms and Budget Narrative
- Appendix G: Agency Involvement in Litigation and/or Contract Compliance Difficulties
- Appendix H: Contractor Signature Authorization Form

*Additional required attachments not counted as part of application page limits*
• Current Audited Financials
• By-Laws\textsuperscript{5}
• Articles of Incorporation\textsuperscript{6} (if applicable)
• List of Governing Body Members

Submit one (1) original and eight (8) copies of the proposal, including all required attachments and appendices to:

\textit{Evelyn V. Martinez, Executive Director}
\textit{First 5 LA}
\textit{750 North Alameda Street, Suite 300}
\textit{Los Angeles, CA 90012}
\textit{ATTN: Best Start LA Pilot Community Partnership Lead Entity Staff}

All submissions must be received by \textbf{5:00pm, October 24, 2008}. Faxed or e-mailed submissions will not be accepted.

\textbf{VIII. CONTRACTUAL CONSIDERATIONS}

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

\textbf{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

\textsuperscript{5}This is required in order to verify signature authority to submit application and to enter into legal agreement. If signature authority is not identified in the By-Laws, a Board Resolution or Partnership Agreement should be submitted, as applicable, that indicates signature authority.

\textsuperscript{6}A business license from the jurisdiction where the organization operates should be submitted instead of Articles of Incorporation for Partnerships, Limited Liability Partnerships, and Sole Proprietorships.
any COMMISSION collaborator or CONTRACTOR without the prior written consent of the COMMISSION.

B. Contract Information

1. The Commission may, at its sole discretion, reject any or all submissions in response to this RFQ/ RFP. The Commission also reserves the right to cancel this RFQ/ RFP, at its sole discretion, at any time before execution of a contract. The Commission shall not be liable for any costs incurred in connection with the preparation of any submissions in response to this RFQ/RFP. Any cover letters, résumés and/or curriculum vita, including attached materials, submitted in response to this RFQ/RFP shall become property of the Commission and subject to public disclosure.

2. The agency/organization submitting an application agrees that by submitting an application it authorizes the Commission to verify any or all information and/or references given in the application.

3. The Commission reserves the right, after contract award, to amend the resulting contract, scope of work, and any other Exhibits as needed throughout the term of the contract to best meet the needs of all parties.

4. The Commission reserves the right to request additional financial status information to verify applicants past status and current financial status. This information includes, but is not limited to: the most recent independent audit ending Calendar Year 2007 or Fiscal Year June 30, 2007, Cash Flow Statement, Statement of Activities (Income Statement), and Statement of Financial Position (Balance Sheet).

5. Consistent with the intent of Proposition 10: California Children and Families Act of 1998, no monies for this Project may be used to supplant Federal, State, County and/or other monies available to the organization for any purpose. Activities funded under this proposal must be new or enhancements to existing activities.

6. The award of a contract by the Commission to an individual/agency/organization that proposes to use subcontractors for the performance of work under the contract resulting from this application process shall not be interpreted to limit the Commission’s right to approve subcontractors, assemble teams and/or assign leads. Each applicant will be evaluated independently for added value to the overall team. A copy of executed subcontract(s) related to Program funding must be provided to the Commission.

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

8. Unless otherwise submitted during the application (RFQ, RFP, etc.) process, the selected Contractor will be required to submit the required documentation listed on the Contractor Checklist, which includes, but not limited to, the following documents before the Contract can be fully executed:

- Agency Involvement in Litigation and/or Contract Compliance Difficulties Form
- By-laws (if applicable)
- Articles of Incorporation (if applicable)
- Board of Directors or List of Partners (as applicable)
- Signature Authorization Form
- Form RRF-1 (required and filed annually with the California Attorney General’s Registry of Charitable Trusts) and IRS Form 990 (if applicable)
- Annual Independent Audit for prior fiscal year or calendar year (if applicable)
- Appropriate business licenses (for vendors or private organizations)
- IRS Letter of Determination (if applicable) or completed IRS Form W-9
- Memorandums of Understanding (for any sub-contractors, collaborators, and/or partners listed under Contracted Services and Evaluation sections of Exhibit B – Budget Forms)
- Certificates of Insurance for all insurance requirements outlined in the contract.

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

IX. APPENDICES

Appendix A: Proposal Cover Sheet
Appendix B: Proposal Package Checklist
Appendix C: Memorandum(s) of Understanding
Appendix D: Previous Client Form (limit of 3 previous clients)
Appendix E: Scope of Work
Appendix F: Detailed Budget Summary Form
Appendix G: Agency Involvement in Litigation and/or Contract Compliance Difficulties
Appendix H: Contractor Signature Authorization Form
Appendix I: Sample Contract
Appendix J: Projected Budget Summary Form
Appendix K: Sample Budget Narrative

All Appendices are included as separate attachments.