Best Start LA
Community Based Action Research (CBAR) Technical Assistance RFQ

First 5 LA
Los Angeles County
Children and Families First Proposition 10 Commission
Release Date: November 14, 2008
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All questions and requests for additional information regarding this RFQ must be received in writing by First 5 LA on **Wednesday, January 14, 2009**. 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:**

Marcella Manzanedo, Program Officer  
First 5 LA  
750 N. Alameda Street, Suite 300  
Los Angeles, CA 90012  
Phone: 213.482.7505  
Fax: 213.482.5903  
E-mail: cbar@first5la.org

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

A. First 5 LA

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 manage the funding from Proposition 10 (http://www.first5la.org). To address the needs of underserved communities, the Commission adopted the next Five Strategic Plan (FY 2004-2009), focusing on the goal areas of Early Learning, Health and Safety.

First 5 LA’s vision and commitment is to create a future throughout Los Angeles’ diverse communities where all young children are born healthy and raised in a loving and nurturing environment so that they grow up healthy, are eager to learn and reach their full potential. First 5 LA’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 (BSLA) 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 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 five diverse communities found within Los Angeles County. Best Start LA is designed to both strengthen the integration of existing First 5 LA investments and to address the need to make additional investments using the best available evidence of what works as a key criterion. The long-term vision is a Best Start LA model that is sustainable and scalable for all communities in the county.

Through Best Start LA, First 5 LA is launching a broad based partnership with families, community organizations, government agencies, funders, elected public officials, civic organizations and neighborhood associations who share our
commitment to developing “baby and toddler friendly” communities. These Best Start LA communities will positively contribute to the well being of its members by emphasizing the role communities can and will play in strengthening and linking existing community, organizational, and family assets and in developing new assets to achieve Best Start LA outcomes. In addition to these place-based community investments, First 5 LA is also investing in a series of county-wide capacity strengthening activities known as “building blocks.”

First 5 LA recognizes that long-term change envisioned by Best Start LA is most commonly developed over a period of time. Members of the Best Start LA community learn to trust each other, share ideas, and work cooperatively toward common goals and outcomes. Trust and mutual respect develop by identifying the existing strengths and resources of a community and collaborative building on those assets successfully. As people pool their talent, time, and resources to address tangible issues underlying community needs, 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 First 5 LA's strategic plan efforts.

**Best Start LA Outcomes**

Because Best Start LA is a comprehensive place-based investment strategy, each component 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, place based activities and community mobilization will collectively result in the achievement of the outcomes:

- Strengthened ability of families to understand their child's health, development, needs, and uniqueness's
- Increased capacity of families to foster the intellectual development of their children so that they are ready to learn
- Strengthened attachment and bonding between families and children
- Strengthened personal and social relationships within and between families
- Community resources will be more accessible to families with children age prenatal-3
- Strengthened community self-efficacy
- Improvements to home and community environments that support optimal child development
- Developed/improved policies that impact the Best Start LA population
- Increase in 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 community planning and family access/support efforts
Implementation and Integration of Best Start LA Components

In testing vision of this investment, the Commission is implementing a series of components in five Best Start LA demonstration communities to support the three strategies of family engagement (referred to as Welcome, Baby!), community mobilizing, and place-based activities. The Commission recognizes that the opportunity to move components forward may not occur simultaneously and therefore individual components may be expanded or implemented at different intervals, but the selected applicant for this Community Based Action Research (CBAR) Technical Assistance RFQ will be expected to coordinate with First 5 LA staff and strategic partners on these following components as they are implemented:

- **Best Start LA Demonstration Communities.** In order to fully develop and illustrate the Best Start LA model in diverse settings with unique assets and needs, the Commission is investing in five demonstration communities. Each community will launch with a lead facilitator or entity that will be responsible for convening and collaborating with all partners necessary to implement all strategies within the model, including the place-based and community mobilizing strategies. The first of the five demonstration communities is referred to as “the pilot.” The pilot will play a unique role in completing initial testing and refinement of the three key strategies of family engagement, community mobilizing, and place-based activities for Best Start LA and will assist First 5 LA in developing lessons learned from which the other four demonstration communities will benefit. Applicants to this statement of qualifications will be expected to coordinate with partners participating in the pilot by making sure that families are connected to the activities and supports existing in their Best Start LA demonstration community.

- **Family Engagement (Welcome, Baby! Pilot Program).** The Welcome, Baby! program is a universal home visitation program that includes visits with the family by a nurse and a New Parent Coach or community worker at seven key points in time (twice prenatally, once at the hospital, and 4 in home visits) for the purpose of providing some primary intervention and parent education information, and inviting and welcoming families into an array of services and support elements developed in the community. During the voluntary visits, parents will receive information about parent-infant attachment, infant behavior and their child’s development, breastfeeding support, and referrals to community-based supports, if desired. 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 support, resulting in an increase in the initiation and duration of breastfeeding, broader access to and use of appropriate health and development care, and a strengthened connection to resources and services in their community.

- **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.”

Family Place Libraries (FPL) is one of the place-based activities that First 5 LA will support through the Best Start LA process. It is a national program that is 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 Family Place implementation. It is estimated that on average two libraries within each of the five Best Start LA demonstration communities may be available to select as Family Place locations. An additional ten libraries in non-demonstration communities will also be selected to provide a comparison between communities with more and less intensive community networks. Applicants to this statement of qualifications will be expected to connect families living in the demonstration community to the activities supported by FPL.

- **Workforce Development (WFD).** This investment will enhance 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. As the work associated with WFD unfolds, it may be expected that applicants to this statement of qualification will participate in some of the training modules developed for professions engaging families at this critical period of time.

- **Sustainability.** In November 2008, a Sustainability RFQ was released 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 approach 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 regarding recommendations for long term Best Start LA sustainability. 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 through multiple sources; drawing down governmental funds; diversifying 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). Applicants to this Request for Qualifications will be expected to be available to the Sustainability contractor and assist this contractor in their work as needed.

The Commission acknowledges that the nature of sustainability will require the commitment of First 5 LA’s fiscal capital, as well as its social and intellectual capital to support grantees, and achieve desired social, fiscal, policy and organizational capacity outcomes. Further, it will require the utilization of innovative and flexible funding approaches, including the Commission’s participation in a rigorous development phase to be executed in partnership with the five demonstration sites and which will have a significant impact on the design of future funding approaches for Best Start LA.

- **Data.** First 5 LA will also invest in a comprehensive data system that will have the capacity to track child- and family-level data countywide, as well as integrate with other large data systems, including e-health 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 Fall 2008.

**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 LA. 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 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 can be coordinated with a safety net for those families that choose to utilize it as they 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. Best Start LA is a strength-based model that relies on the capacity of communities and families. Ensuring families have a place to have their emergent matters addressed will improve the ability of the Best Start LA’s investment to achieve its outcomes.

C. Community Based Action Research (CBAR) Technical Assistance

Community Based Action Research (CBAR) is a community mobilizing, capacity building, and empowering method for the community, which is organized around three key integrated elements: research, education, and action. Like other forms of research, CBAR is based on social science methods of systematic inquiry and data collection. It diverges from traditional research in its focus on education and action. CBAR does not end at the data collection phase, but includes the utilization of social data to educate those affected by the data and to mobilize individuals, communities and programs to action. The CBAR approach:

- Involves community residents in all stages of the research: the design, implementation, interpretation and dissemination of data;
- Takes place in communities;
- Studies problems identified by the community;
- Is disseminated widely in the community;
- Recognizes that there are multiple ways of knowing and acquiring knowledge;
- Acknowledges that community members are vital resources of knowledge about their community strengths, needs and conditions and;
- Includes the development of research products that are useful, timely and available to all stakeholders.

Data from CBAR will deepen First 5 LA’s understanding of and ability to impact hard to reach communities: immigrant and refugee communities, communities with high rates of linguistically isolated households, low-income communities with limited access to policy makers, resources and services. This data and process gathered from CBAR will help First 5 LA and the demonstration communities’ lead entities and their stakeholders learn of immerging community concerns and the ideas and innovations of local residents and organizations that are using research to create healthy neighborhoods.

Community Based Action Research Technical Assistance in Five Communities

The Community Based Action Research (CBAR) Technical Assistance contractor will work with the five Best Start LA demonstration communities, commencing with the

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Pilot Community\(^3\). The work will involve the Pilot Community demonstration site as described and four additional demonstration communities representing diverse areas of Los Angeles County which are scheduled to be identified and launched throughout 2009 and 2010. The CBAR budget provides support for the Pilot Community already defined and subsequent demonstration communities.

III. PROJECT REQUIREMENTS AND DELIVERABLES

A. CBAR Technical Assistance Contractor Role

The role of the CBAR Technical Assistance contractor is intended to help support the demonstration communities’ lead entities in their implementation of a community planning process that builds knowledge that a community creates, owns and transforms into social capital for social change. The CBAR process builds an “inquiry” culture that is imbedded in existing patterns of interaction, which may include but is not limited to:

- Parents meeting each other at school via a variety of activities (i.e. PTA meetings, children’s programming, school events)
- Utilizing public venues (libraries, parks, recreational centers/areas, neighborhood councils, fairs, local market, and shopping areas)
- Child care settings
- Early intervention settings (clinics)

The CBAR Technical Assistance contractor will be required to:

- Meet with First 5 LA staff to discuss ongoing progress of the demonstration communities’ CBAR process, ranging from weekly to monthly as needed.
- Prepare monthly invoices with complete documentation of work completed.
- Prepare semi-annual reports to summarize progress toward deliverables.

B. CBAR TA Contractor Goals and Objectives

The primary goal of the Best Start LA CBAR Technical Assistance provider is to assist the demonstration communities in collecting and analyzing relevant data and information to address the following issues for the Commission:

- Identify the factors or conditions in the target neighborhoods, families and communities that influenced the implementation of CBAR;
- Identify how the CBAR process assisted families and the demonstration communities in addressing primary needs and concerns;
- Identify what changes need to be made to the action plan, based on the experience of the participants;
- Identify the community-level indicators and information that emerged from the research that are relevant to the Best Start LA outcomes.

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\(^3\) First 5 LA is expected to invest in five demonstration communities. The first Demonstration Community is referred to as the Pilot Community throughout this RFQ, but will be referred to as Demonstration Community #1 in implementation.
Objectives for a CBAR Technical Assistance Contractor are to assist the demonstration communities’ lead entities and their stakeholders in:

- Building their capacity to use research in order to create and implement sustainable, grassroots strategies to improve the lives of children prenatal to three, their families, and the communities that they live in
- Generating data from the target population in order to increase the Commissions’ understanding of the context, strengths and concerns of these demonstration communities and to help inform current and future initiatives in their communities.

The CBAR Technical Assistance contractor’s primary tasks will include:

- Assisting the demonstration communities’ lead entities and their stakeholders in facilitating a community planning process that involves engaging all relevant agencies, key champions, informal organizations, and community members in the CBAR process, including but not limited to:
  - Defining local issues, concerns and community-driven strategies, including identifying what CBAR participants desire via an environmental scan
  - Developing questions relevant to the issues and vision identified (i.e. What type of support systems do you have? How do you feel in your neighborhood? What would create a more baby friendly environment in your neighborhood? What do you think about the amount of green space in your neighborhood? What resources may be lacking? How do you feel about the amount of support you are receiving in clinic settings with other pregnant women?)
  - Assisting CBAR participants in gathering and analyzing relevant data
  - Assisting CBAR participants in developing a strategic planning process based on data gathered through the various environmental scans
  - Providing follow up to the strategic planning process including preparing recommendations for each of the five Best Start LA demonstration communities.
- Providing technical assistance, including training, coaching and mentoring
- Documenting and disseminating the lessons learned from CBAR to First 5 LA, the five Best Start demonstration community members and other interested stakeholders.

The CBAR Contractor’s Relationship to the Pilot Community’s Lead Entities
There are two lead entities in the Pilot Community and each of the subsequent four demonstration communities. One lead entity is responsible for the development of the local Best Start LA partnership network and the second lead entity is responsible for the Family Engagement Strategy of Best Start LA. The Best Start LA Community partnership lead entity is the primary contact for the CBAR contractor in the Pilot Community and four subsequent demonstration communities. In the initial phase of the CBAR contract, the CBAR contractor will focus its efforts in assisting the Pilot Community partnership lead entity and its stakeholders in the
performance of the CBAR contract to assess local community needs and resources, analyze strengths and problems, and develop local strategies to achieve the desired goals for children prenatal to three and their families. As subsequent demonstration communities are chosen, the CBAR contractor will provide the full range of assistance described in this Request for Qualifications, incorporating lessons learned from the Pilot Community CBAR process into its scope of work.

Role of the Pilot Community Partnership Lead Entity
The Pilot Community partnership lead entity has the responsibility of overseeing the utilization of CBAR methods to develop a clearer understanding of the local community conditions and opportunities for children prenatal to three and their families within the Pilot Community. Through the CBAR process, the Pilot Community partnership lead entity and its stakeholders will develop a community specific plan which details the implementation of the proposed strategies intended to achieve the Best Start outcomes. Using information provided by First 5 LA, the CBAR contractor will assist the Pilot Community partnership lead entity in conducting an in-depth environmental scan which will include:

1. Assessment of previously completed scans within the geographic area, to ensure the CBAR efforts are complementary and not repetitive
2. Verification of what supports already exist for children prenatal to three and their families within the domains of the Best Start 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
3. Development of an exhaustive list of services and organizations (including public sector services) that can reasonably be accessed by the target population at this time
4. Convenings with potential partners to learn more about their programs and interests, and to develop an understanding of their constituency (congregation, clients, members, etc.)
5. Assessment of appropriate matches for partnership based on mutual or supporting goals
6. Development of basic asset mapping and identifying any key gaps in regards to implementing the proposed Best Start LA strategies
7. Identification of 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)

Initial Engagement Activities
The CBAR contractor will work closely with and provide frequent visits to the Pilot Community partnership lead entity and its stakeholders, meet research and program staff and learn as much as possible about their programs as an initial task for building relationships and understanding the Pilot Community partnership lead entity’s goals and their scope of work. Follow up will be provided by a series of planning meetings to identify technical assistance and training needs and to develop logic models and work plans as needed. Sufficient time will be devoted to review background materials, to assess progress to date, and to identify CBAR “best practices” and cultural models for adaptation of this process.
During this initial engagement period, a portion of the CBAR contractor’s time will be focused on discussing best community-based practices for disseminating findings. A community action plan will be developed to address the most salient issues resulting from the research efforts.

Technical Assistance and Trainings
Technical assistance activities will be tailored to the individual needs of each demonstration community, commencing with the Pilot Community partnership lead entity. Initial steps in the implementation tasks include a series of meetings and communications to identify specific technical assistance and training needs. Once needs are identified, a technical assistance and training plan will be developed for the Pilot Community partnership lead entity and its stakeholders and for each demonstration community, thereafter. Materials will be developed for each training activity and there will be follow up (via face to face, phone call interviews and/or email) of each training and technical assistance event.

Community Capacity Building
Through the CBAR process knowledge is generated from the ground up, and expertise is fostered and nurtured in local communities and neighborhoods. All CBAR related activities will support the Pilot Community’s capacity building process through the development of a local base of people with strategies and knowledge of how to use research for community mobilization and change, long after the formal CBAR process concludes.

The CBAR Contractor’s Relationship to First 5 LA
The CBAR contractor 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 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
Statement of qualifications will be considered from individuals and/or teams. Applicants should have appropriate knowledge of CBAR process and the Pilot Community geographic area in addition to demonstrating the capacity to adhere to all requirements set forth in this RFQ. The most highly qualified applicants will be invited for an interview with, and an oral presentation to, First 5 LA staff and/or Commissioners.
B. Qualifications

Applicants must have the experience, knowledge and skill necessary to successfully execute this magnitude of community and agency organization collaboration and implementation effort. These qualities include:

1. **EXPERIENCE**
   - Knowledge and experience with community based research processes within a collaborative setting.
   - Knowledge and experience with data collection from diverse sources and in diverse formats within a longitudinal framework.
   - Understanding of and experience with community based research processes focusing on diverse communities.
   - Knowledge of and experience with recommending and using performance measures for community based research processes.
   - Track record of accomplishment of similar objectives and experience in providing input, critical thinking and concrete evaluation strategies.
   - Experience working within communities, agencies and informal groups to provide training, coaching, mentoring and technical assistance.
   - Experience facilitating and convening meetings for the purpose of knowledge sharing and learning with diverse community groups.
   - Experience communicating complex issues, stimulating creative thinking, negotiating differences and facilitating learning to a diverse group in a collaborative fashion.

2. **KNOWLEDGE**
   - Knowledge of and familiarity with Community-Based Action Research process, planning, implementation and evaluation.
   - Knowledge of and familiarity with research and evaluation methodology, participatory techniques and community friendly approaches.
   - Knowledge of and ability to engage the community, organizations and other key stakeholders throughout the Community-Based Action Research process.

3. **SKILLS**
   - Skills in working in an accessible and flexible manner in accordance with project timelines and activities.
   - Time management and team building skills.
   - Skills in synthesizing information from multiple sources and forming recommendations for others.

4. **AVAILABILITY**
   The timeline for this project will be based on timeline of the Best Start LA Demonstration Communities. In order to be considered, applicants must be able to demonstrate flexibility in establishing timelines with each demonstration community. This is a 7-year contract with annual contract renewals.
V. SELECTION PROCESS AND REVIEW CRITERIA

A. Review Process and Criteria (See Appendix A: Statement of Qualifications Evaluation Tool)

First 5 LA will award a contract to applicant(s) that has the expertise and qualifications to successfully implement the Best Start LA CBAR Technical Assistance requirements as outlined in the RFQ.

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. Statements of qualifications 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 statement of qualifications and accompanying documentation and an interview, which will involve a brief presentation illustrating applicants’ qualifications and capacity for implementation of the described scope of work.

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

- The applicant’s past experience in performing comparable work;
- The applicant’s experience in working with diverse groups of community members;
- The applicant’s demonstrated knowledge, experience, and skills in offering technical assistance to entities engaging in community based action research;
- The applicant’s creativity and the quality of the portfolio of prior work;
- The applicant’s work with previous communities, collaboratives, and/or partnerships;
- The applicant’s ability to be available for the necessary hours and the entire duration of the CBAR process in five demonstration communities;
- The cost-effectiveness of applicant’s statement of qualifications.

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 – Statement of qualifications 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 STATEMENT OF QUALIFICATIONS

In response to this statement of qualifications, applicants are asked to submit a complete statement of qualifications no later than 5:00 PM on January 28, 2009. 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. Statement of qualifications 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 Community Based Action Research (CBAR) Technical Assistance RFQ

NOTE: All materials submitted as part of an applicant’s Statement of Qualifications become the property of the Commission and are subject to public disclosure. 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 statement of qualifications that does not include all the information requested in this RFQ 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. Statement of qualifications packets received after 5:00 p.m. 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 ten (10) pages (excluding the cover letter, reference forms, and budget worksheets).

1. **Cover Letter** (two page maximum): The letter must include the individual’s name, address, telephone, fax, and e-mail address. All members of an applicant team must list the same information.

2. **Description of Individual’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. Description of Project**

Describe the work processes (or methodology) you will utilize to accomplish First 5 LA’s Project Requirements and Deliverables described in this RFQ. Content of this section is not to exceed 10 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 RFQ, such as timeline for coordinating community mobilization activities with the Demonstration Community Lead Entity, conducting an in-depth environmental scan and providing training, mentoring and coaching to the community and Demonstration Community Lead Entity throughout the CBAR process.

Prepare the *Scope of Work* by fiscal years, one for each year of the seven 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:

- June 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,
- July 1, 2013 to June 30, 2014,
- July 1, 2014 to June 30, 2015, 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 statement of qualifications is recommended for funding. The Commission expressly reserves the right to negotiate changes to the statement of qualification’s *Scope of Work* and Budget.

**C. Budget**

**Community Based Action Research (CBAR) Technical Assistance Budget**

Consultants submitting a statement of qualifications for funding to implement the Best Start LA CBAR Technical Assistance can request up to $700,000 over a seven year period. The Best Start LA CBAR Technical Assistance funding will be provided through a competitive RFQ process. Contractors submitting a statement of qualifications for funding to implement CBAR Technical Assistance can request up to $700,000 over a seven year period, for the following expenses: personnel, operating expenses (i.e. equipment, printing, copying, supplies, travel, communications – phone, DSL), convenings, subcontractors, and indirect costs.
Consultants submitting statement for qualifications for Best Start LA CBAR Technical Assistance funding must develop budgets that are in line with common business practices to ensure the success of the CBAR process. Programs must complete the required line items in Appendix F: Budget Request Forms. Complete a budget for each of the seven years of the Program. The Budget Request Forms may be expanded to provide additional line items or space for clarification. Use the Budget Request Forms to create a separate budget for each contractor, if any.

Additionally, consultants must complete a Projected Summary Budget Form (See Appendix J: Projected Budget Summary Form) for each of the seven years of the Program. Please note, if selected, the consultant 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.

Individuals or organizations submitting a statement of qualifications for funding to implement the Best Start LA CBAR Technical Assistance can request up to $700,000 over a seven year period.

Complete a Budget Narrative and include as Appendix K: Budget Narrative of the statement of qualifications. 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 statement of qualifications. 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 ten (10) pages Statement of Qualifications maximum or the Description of Project ten (10) pages maximum.

Consistent with the intent of the Proposition 10: California Children and Families Act of 1998, no monies for this Program may be used to supplant Federal, state, county and/or other monies available to organizations requesting CBAR Technical Assistance funding for any purpose. Activities funded under this statement of qualifications must be new activities or enhancements to existing activities.

The total budget for this RFQ shall not exceed a total estimated amount of $700,000 for the seven year funding period.

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 of $150/hour (1,000 total hours divided by $150,000 in billable hours = $150/hour).
D. Evaluation of the Project

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).

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
- Economics

For the purposes of the RFQ short-term refers to 0-5 years, mid-term refers to 5-10 years and long-term refers to 10 years and up.

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 outcomes outlined above 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.

Evaluation of the work will be undertaken in a place based manner within each of the Best Start LA demonstration communities. In addition, there will be a broader level evaluation to examine county wide indicators of change in community, systems, data, policy and sustainability outcomes related to the Best Start model.

Upon execution of the contract, the CBAR Technical Assistance contractor will work collectively with First 5 LA, external evaluation contractors and the Pilot Community Partnership Lead Entity to develop an evaluation plan for the CBAR process that will include milestones and indicators of achievement and accountability. In addition, the CBAR Technical Assistance contractor may be required to participate in research and evaluation efforts spearheaded by First 5 LA or First 5 California.

The evaluation plan crafted by First 5 LA, external evaluation contractors, the Pilot Community Partnership Lead Entity and the CBAR Technical Assistance contractor for CBAR activities can be expected to include comprehensive record taking to document community involvement as well as processes and outcomes resulting from the CBAR process. Activities chosen through the CBAR process may contribute data
to the following areas and blend with/supplement data collected around the built and natural environment within the demonstration communities:

- Policy
- Fiscal capital
- Leadership development
- Leveraging
- Family support
- Social

The evaluation plan will also include tracking logs of community events at the commencement of the CBAR process, activities and demographics of participants, level of participation, coalitions and collaborations, etc. Data should also be collected which is a result of the CBAR such as process outcomes involved in working towards these goals. Community surveys will also be circulated to document the impact of the CBAR process at the end of the CBAR lifecycle. There will also be an assessment of the community’s capacity to engage in policy development and advocacy as part of the initial scan conducted by collaborative members. This evaluation work may be undertaken in conjunction with the Policy Department at First 5 LA.

First 5 LA staff and/or external evaluation contractors and the Demonstration Community Lead Entity will provide the following to the CBAR Technical Assistance contractor working within the Best Start LA Partnership:

- Coordination of efforts with the CBAR Technical Assistance contractor to ensure the data is being collected;
- Provision of training and technical assistance on data collection and data entry;
- Development of an appointment scheduling system to facilitate meetings with the Best Start LA Pilot Community Partnership Lead Entity;
- Assistance in the data collection efforts for both the process and outcomes evaluations, particularly during the developmental phase of the CBAR process;
- Representation at First 5 LA evaluation interests during the CBAR process;
- Data from the Partnership Lead Entity and Partnership members in the dissemination of surveys throughout the Partnership;
- Attendance, support and participation in Best Start LA Partnership meetings to provide data collection-related services;
- Development of a schedule for generating reports on missing data or data errors and work with the appropriate entities to collect missing data or correct data errors.

VII. PREPARATION AND SUBMISSION GUIDELINES

Applicants interested in submitting a statement of qualifications for the Best Start LA RFQ can attend the First 5 LA Best Start LA CBAR TA Information Meeting. The meeting will provide information about the RFQ and the RFQ process and staff will be available to answer questions related to the Best Start LA model.
The costs of developing the statement of qualifications are entirely the responsibility of the consultant 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 applicant at the top of each page;
- Provide a table of contents with page numbers for the application;
- The statement of qualifications and project description content must not exceed twenty (20) 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 eight 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. Statement of Qualifications Package

A complete statement of qualifications package must consist of the items identified below. The statement of qualifications package should only consist of these items. For a statement of qualifications to be eligible for review, all required Appendices must be submitted by the stated deadline. Complete the **Appendix B: Statement of Qualifications 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 statement of qualifications:

- Appendix A: Statement of Qualifications Cover Sheet
- Appendix B: Statement of Qualifications 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
• 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
• Current Audited Financials
• By-Laws
• Articles of Incorporation (if applicable)
• List of Governing Body Members

Applicants must submit one (1) original, eight (8) copies, and 1 CD with the full application in digital format, including all required attachments and appendices to:

Evelyn V. Martinez, Executive Director
First 5 LA
750 North Alameda Street, Suite 300
Los Angeles, CA 90012

ATTN: Best Start LA Community Based Action Research (CBAR) Technical Assistance RFQ

All submissions must be received by 5:00pm, January 28, 2009. Faxed or e-mailed submissions will not be accepted. Please contact First 5 LA with any questions. Questions may be emailed to cbar@first5la.org. Last day to submit questions is January 14, 2009.

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/statement of qualifications. The contractor will need to comply will all of the provisions in the attached sample contract (See Sample Contract).

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4 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.

5 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.
A. Conflict of Interest

The selected Contractor will be required to comply with the Commission’s Conflict of Interest provisions, as outlined in the contract, and as applicable under California Law. CONTRACTOR acknowledges that he/she/it is acting as public official pursuant to the Contract and shall therefore avoid undertaking any activity or accepting any payment, employment or gift from any third party that could create a legal conflict of interest or the appearance of any such conflict. A conflict of interest exists when one has the opportunity to advance or protect one’s own interest or private interest of others, with whom one has a relationship, in a way that is detrimental to the interest, or potentially harmful for the integrity or fundamental mission of the Commission. CONTRACTOR shall maintain the confidentiality of any confidential information obtained from the COMMISSION during the Contract and shall not use such information for personal or commercial gain outside the Contract. By agreeing to the Contract and accepting financial compensation for services rendered hereunder, CONTRACTOR agrees that he/she/it will not subsequently solicit or accept employment or compensation under any program, grant or service that results from or arises out of the funded project and related initiative(s). During the term of the Contract and for one year thereafter, CONTRACTOR will not knowingly solicit or accept employment and/or compensation from any COMMISSION collaborator or CONTRACTOR without the prior written consent of the COMMISSION.

B. Compliance

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

C. Contract Information

1. The Commission may, at its sole discretion, reject any or all submissions in response to this RFQ/ RFP. The Commission also reserves the right to cancel this RFQ/ RFP, at its sole discretion, at any time before execution of a contract. The Commission shall not be liable for any costs incurred in connection with the preparation of any submissions in response to this RFQ/RFP. Any cover letters, résumés and/or curriculum vita, including attached materials, submitted in response to this RFQ/RFP shall become property of the Commission and subject to public disclosure.
2. The agency/organization submitting an application agrees that by submitting an application it authorizes the Commission to verify any or all information and/or references given in the application.

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

4. The Commission reserves the right to request additional financial information to verify applicant's past and current financial status. This information includes, but is not limited to: the most recent independent audit ending Calendar Year 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 statement of qualifications must be new or enhancements to existing activities.

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

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

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

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

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

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

IX. APPENDICES

Appendix A: Statement of Qualifications Cover Sheet
Appendix B: Statement of Qualifications 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.