FIRST 5 LA
CONNECTING RISK AND PERINATAL SERVICE SYSTEMS
REQUEST FOR QUALIFICATIONS (RFQ)

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

RELEASE DATE: September 30, 2011
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I) RFQ Timeline

Table 1: Proposal and Review Timeline

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<tr>
<td>RFQ Released</td>
<td>September 30, 2011</td>
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<tr>
<td>Final date to submit questions and requests for additional information</td>
<td>October 14, 2011</td>
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<tr>
<td>Answers to all questions posted to website</td>
<td>October 19, 2011</td>
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<tr>
<td>Due Date for Statement of Qualifications:</td>
<td>October 26, 2011</td>
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<td>- Online applications plus all forms</td>
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<tr>
<td>- One (1) original and signed copy of First 5 LA’s Submission Checklist, Signature Authorization and Agency Involvement in Litigation and/or Contract Compliance Difficulties forms, along with all work samples, sent or delivered to First 5 LA</td>
<td>at 5:00 p.m. PST NO EXCEPTIONS</td>
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<tr>
<td>External review of applications</td>
<td>November 7, 2011</td>
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<td>Finalist notification</td>
<td>November 11, 2011</td>
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<td>Finalist presentations and interviews (if necessary)</td>
<td>November 15-17, 2011</td>
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<tr>
<td>Chosen contractor notified</td>
<td>November 18, 2011</td>
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<tr>
<td>Contract start date</td>
<td>December 19, 2011</td>
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RFQ Questions

All questions and requests for additional information regarding this RFQ must be submitted via email before 5 p.m. on October 14, 2011 to Kimberly Hall (khall@first5la.org). To ensure that all potential applicants receive the same information, questions and answers will be posted on the website by October 19, 2011. First 5 LA reserves the sole right to determine the timing and content of the responses to all questions and requests for additional information.

While it is First 5 LA’s desire to execute the Contract for a December 19, 2011 start date, all dates are subject to change at First 5 LA’s sole discretion. Please do not contact First 5 LA for status updates on your proposal.
II) Project Overview

Background

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 within each county in California to enhance the early growth experiences of children, enabling them to be more successful in school and ultimately to give them an equal opportunity to succeed in life. In Los Angeles County, First 5 LA (also known as the Proposition 10 Commission) was formed as a public entity to develop and oversee various early childhood initiatives and to administer and manage its share of the funding from Proposition 10. Since 1998, First 5 LA has invested more than $871 million to champion health, education, and safety causes concerning children prenatal through five and their families. Additional information regarding First 5 LA may be found at http://www.first5la.org.

First 5 LA Fiscal Year 2009–2015 Strategic Plan

In June 2009, the First 5 LA Board of Commissioners adopted its FY 2009–2015 Strategic Plan, Strengthening Families and Communities in L.A. County. This Plan incorporates lessons learned from the first ten years of First 5 LA’s grantmaking and research, which reveal not only the importance of supportive and informed parents and caregivers to a young child’s quality of life, but also the role of safe and supportive neighborhoods, or places, to that child’s development.

As a result, this new plan represents a major shift in First 5 LA’s grantmaking from an initiative-based to a combined place-based and countywide approach. This new approach will allow First 5 LA to focus on strengthening families while fostering the communities’ ability to create and sustain safe and nurturing places for children to grow and thrive.

In the Plan, the Commission established four specific outcomes that it seeks for young children in L.A. County. These outcomes are defined in the Plan as four long-term goals of ensuring that children

- Are born healthy
- Maintain a healthy weight
- Are safe from abuse and neglect
- Are ready for Kindergarten

All of First 5 LA’s investments will be focused on changing outcomes in these areas.

First 5 LA’s place-based efforts, known as Best Start, are being implemented in the following target communities:

1. Central Long Beach
2. Compton, East Compton
3. East Los Angeles (includes City Terrace, Commerce and parts of Monterey Park)
4. El Monte, South El Monte
5. Lancaster
6. Metro LA
7. Pacoima
8. Palmdale
9. Panorama City
10. South Los Angeles/Broadway-Manchester
11. South Los Angeles/West Athens
12. Southeast L.A. County Cities (including Bell, Cudahy, Bell Gardens and Maywood)
13. Watts, Willowbrook
14. Wilmington

For more information about the community selection process, visit the First 5 LA website at http://www.first5la.org/articles/strategic-plan-community-selection-principles.

First 5 LA has selected three types of implementation strategies to accomplish its four overarching goals:

1. **Family Strengthening**: Within each of the target communities, these direct services will impact children’s most essential influence — their family. Home visitation will be a central component of this strategy, along with other types of activities designed to assist caregivers in supporting a child’s development.

2. **Community Capacity Building**: Within the target communities, these strategies will focus on building capacity in the areas of community engagement, community leadership, community infrastructure, and community investment. They will be implemented through a collaborative process designed to strengthen and leverage existing local assets and family resources.

3. **Countywide Strategies**: Through policy, public education and systems change, these strategies are designed to create strong, coordinated and responsive systems that support and assist families with young children within the target communities and across L.A. County.

**First 5 LA FY 2009-2015 Accountability Framework**

Our FY 2009-2015 Accountability and Learning framework reflects First 5 LA’s emphasis on place-based and county-wide evaluations as well as a strengthened emphasis on using results from our evaluations and research projects to learn and improve on an ongoing basis.

The goals of First 5 LA’s Accountability and Learning Framework for the FY 09-15 Strategic Plan include the following:

- Gather and disseminate timely information on implementation and outcomes to support and improve our work and the work of our grantees;
- Capture change over time in Best Start communities;
- Enable us to tell a coherent story of our investments to our stakeholders — most notably First 5 LA Commissioners and staff, our community partners and grantees and other external stakeholders.
The major types of research and evaluation activities in which First 5 LA are engaged with include the following:

- An implementation evaluation that will document the process of implementing our new strategic plan while providing information needed to learn and improve our place-based work;
- Strategic evaluations of some of First 5 LA’s key strategies, as well as data collection within each of First 5 LA’s Best Start communities to monitor progress towards change;
- Research projects designed to be responsive to policy and programmatic issues arising out of our evaluation work;
- The convening of a Research Advisory Committee (RAC), which will provide technical input, guidance, and advice to support First 5 LA’s research activities as we embark on this new strategic plan and accountability framework;
- Dissemination activities, including the development of a Community Change dashboard where each target community will be able to monitor the change that is happening within its boundaries;
- A learning and improvement process in order to promote meaningful use of our findings.

**Connecting Risk and Perinatal Systems Study**

Ensuring that children are born healthy is one of the four priority goal areas at the heart of First 5 LA’s 2009-2015 Strategic Plan. The Connecting Risk and Perinatal Systems Study aims to affect that goal by focusing on a key building block in the “pathway to change” outlined in the strategic plan:

“County services systems are better integrated to serve at-risk families.”

At a more immediate level, the Connecting Risk and Perinatal Service Systems Study seeks to impact “data systems integration” which is a key systems improvement strategy of the First 5 LA Strategies Framework. The ultimate goal of data systems integration is to improve the integration, sharing, and use of data related to pregnant women and children 0-5 among and between agencies in the county. The focus of this project is the interface between, on the one hand agencies that encounter women at-risk for poor pregnancy and birth outcomes and on the other, perinatal health care providers including birth hospitals. Women considered at-risk include those in residential and treatment facilities for issues such as domestic violence, substance abuse, developmental disability, mental illness, and homelessness. Women who are involved with the criminal justice system (e.g., in jail or on probation or parole) and child welfare system are also considered at-risk. Pregnancies for women who are in these systems may be missed and are certainly not tracked systematically. As a result, these women are often not referred for prenatal care and services, leading to poor birth outcomes for the child and mother.

At the same time, perinatal programs may miss issues of violence or other threats to the health of women and their children. Birth hospitals serve patients, but not their broader problems or lack of resources. Inadequate coordination and communication between health care, social service, and human service providers is problematic and in extreme cases can be hazardous to the newborn and the family. These systems can be connected to better serve women and their families. Prevention and early intervention to address poor pregnancy,
birth and/or perinatal outcomes could occur more often if these separate service systems were connected, and common data links would provide a foundation for such connections.

The Connecting Risk and Perinatal Service Systems Study will lay the foundation for increased data sharing and service integration among agencies and health care providers in LA County serving high-risk pregnant women. Increased communication and data sharing between these various systems will help to ensure that fewer women fall through the cracks and that more women receive essential prenatal services and supports which will ultimately improve birth outcomes. Systems in LA County that may be involved in this effort include but are not limited to birth hospitals, medical clinics, jails, women’s shelters, homeless shelters, substance abuse treatment facilities, the probation system, group homes and institutions for the developmentally disabled as well as the county departments of Children and Family Services, Public Social Services, Health and Mental Health.

III) Purpose of Contract

The purpose of this contract is to engage a contractor who will generate a report that does at least all of the following:

- Provides an analysis of previous efforts in LA County to integrate data systems or improve data sharing and referral processes among providers serving high risk pregnant women. This analysis will identify successes, promising practices, lessons learned and pitfalls/barriers encountered.
- Identifies models of data sharing and/or service integration aimed at supporting the same or similar target populations outside of LA County
- Pinpoints gaps and policy issues that need to be addressed in order to achieve better data and service integration
- Identifies key agencies and respective gate keepers
- Offers recommendations for collecting better data about high-risk women and how to coordinate that collection across multiple agencies
- Provides recommendations for establishing or improving data sharing protocols so that pregnant women can be referred to appropriate services, and do not “slip through the cracks”
- The contractor will also manage an advisory committee of experts that will advise First 5 LA on this report

IV) Statement of Work

In order to successfully complete the Connecting Risk and Perinatal Service Systems Study, First 5 LA expects the contractor to complete, at a minimum, all of the tasks outlined below. These tasks, as well as any additional tasks proposed by the applicant, are expected to be included in a scope of work. The deliverables for each task are outlined in Table 2 below.

Task1: Develop a Scope of Work (SOW) and Work Plan
The contractor will generate a SOW using the First 5 LA template and will write an accompanying narrative that describes how the major tasks will be carried out. Details related to any services that will be subcontracted must be outlined in the SOW and work plan. The scope of work should be for one year. Both of these documents will undergo review through the First 5 LA Quality Assurance (QA) process (see Appendix F).
Task 2: Establish an Advisory Committee
An advisory committee will advise First 5 LA and the contractor on the study. The committee will provide input and advice on challenges, potential solutions to address challenges, and strategies for improving service integration and increased data sharing. Initially, the contractor will work with First 5 LA Research and Evaluation staff and the chair of the advisory committee to delineate the specific goals and structure of the advisory committee, and to outline members’ roles and responsibilities. The contractor will then outreach to potential committee members that have been identified by the chair to communicate expectations and responsibilities, and obtain commitment to serve for approximately one year.

Task 3: Manage the Advisory Committee
The advisory committee will convene 3 to 4 times on a quarterly basis during the project period. The contractor will work with First 5 LA Research and Evaluation staff and the chair of the advisory committee to do the following:

- Organize and maintain the committee structure
- Coordinate meeting logistics
- Plan and facilitate meetings
- Distribute meeting agendas and notes
- Provide technical information that serves as a basis for discussion and recommendations
- Ensure that the committee makes consistent progress and ultimately fulfills its charge

Task 4: Identify and Review Existing Documents
The contractor will identify other systems that have attempted to promote data sharing and/or service integration with the target population or similar populations. This will include systems within LA County as well as other jurisdictions outside of LA County. The contractor will then obtain reports, memos, or other documents describing these efforts. These documents will be reviewed and used to create a matrix that captures key elements of previous efforts such as characteristics of the target populations, agencies involved, data sharing and/or service integration goals, and outcomes. The final product will be a memo (Memo #1) that summarizes previous efforts, describes implications for the current project and includes the matrix as an appendix.

Task 5: Identify stakeholders and gatekeepers for key informant interviews
Stakeholders and key informants will be interviewed in order to ascertain the extent to which agencies are currently addressing the multifaceted needs of the target population and working in conjunction with other agencies. The interviews should also facilitate the identification of options for data sharing and service integration as well as limitations and potential barriers. In addition, these interviews should provide further insight into past data sharing and/or service integration efforts beyond what has been identified in the review of existing documents in Task 4. Finally, key informant interviews will be used to assist in identifying women from the target population to participate in focus groups.

The contractor will work with the advisory committee and First 5 LA staff to identify stakeholders and gatekeepers to participate in key informant interviews. Questions such as who should be included, how they will be identified, and how they will be accessed will be addressed during this process. Once the target group of key informants has been identified
the contractor will develop a recruitment plan that includes a list of potential interviewees and their affiliations.

**Task 6: Identify target groups of high-risk women to participate in focus groups (e.g., pregnant or parenting)**
Focus groups will be conducted with women from the target population in order to understand their experiences and perspectives of breakdowns within and between systems as well as their needs. The contractor will work with the advisory committee and First 5 LA staff to identify sources for recruiting high-risk women from the target population to participate in focus groups. Questions such as who should be included, how they will be identified, and how they will be accessed will be addressed during this process. Once recruitment sources have been identified the contractor will develop a recruitment plan.

**Task 7: Obtain Institutional Review Board (IRB) approval for data collection**
The selected contractor will be expected to prepare and submit an IRB application to a certified IRB, and the contractor is fully responsible for securing IRB approval prior to conducting any data collection activities. The process of preparing the IRB application will include the development of a key informant interview protocol and a focus group protocol. First 5 LA must review and approve all IRB materials prior to submission to an IRB.

**Task 8: Interview key informants**
The contractor will interview ten or more key informants, analyze interview data, and compose a technical memo summarizing the main findings from interviews. Interview findings will inform focus group recruitment and the development of recommendations for facilitating data sharing and increasing service integration among agencies and institutions in LA County that serve or otherwise encounter the target population. Interview findings will be summarized in Memo #2.

**Task 9: Conduct focus groups with high-risk women (e.g., pregnant or parenting)**
The contractor will conduct two or more focus groups, analyze focus group data, and compose a technical memo summarizing the main findings. Focus group findings will inform the development of recommendations for facilitating data sharing among county agencies that serve or otherwise encounter the target population and for increasing service integration. Focus group findings will be included in Memo #2.

**Task 10: Generate recommendations**
The contractor will utilize findings from the interviews and focus groups as well as the review of previous data sharing and/or integration efforts to generate recommendations. The recommendations will address multiple factors aimed at facilitating data sharing and increasing service integration among agencies and institutions in LA County that serve the target population. The preliminary recommendations along with the rationale for each will be included in Memo #2. These preliminary recommendations will also be presented for advisory committee review and comment. Feedback from First 5 LA and the advisory committee should be incorporated where appropriate. Final recommendations should be included in the report and executive summary.

**Task 11: Prepare a report and executive summary**
The contractor is expected to submit a draft report for review. The draft should include the following, at a minimum:
• An executive summary and abstract with key findings and recommendations
• A description of methods used to gather information including the advisory committee, key informant interviews, focus groups with the target population, document review, and any other methods used
• An analysis of previous efforts that identifies successes, promising practices, lessons learned, pitfalls and barriers
• Recommendations for achieving the goals of the Connecting Risk and Perinatal Service Systems Study including gaps and policy issues that need to be addressed as well as key agencies and respective gate keepers
• Suggested next steps

The draft report will undergo review through the First 5 LA QA Process. A final report and executive summary incorporating appropriate feedback from First 5 LA Research and Evaluation staff and the advisory committee shall be submitted at the end of the contract.

Task 12: Disseminate findings and recommendations
The contractor will work closely with First 5 LA Research and Evaluation staff to disseminate the findings to other First 5 LA staff, First 5 LA Commissioners and key stakeholders. In addition to the report and executive summary, a PowerPoint presentation will be developed to facilitate dissemination. The presentation will undergo review through the First 5 LA QA Process. The contractor will be expected to summarize highlights, questions, or concerns that arise during the dissemination phase in the monthly report following the respective dissemination activity.

Task 13: Attend regular meetings with First 5 LA Research & Evaluation Staff
The contractor will coordinate monthly phone meetings with Research and Evaluation staff and other designated First 5 LA staff during the contract period. In addition, there will be at least two in-person meetings with First 5 LA staff. The contractor will be responsible for scheduling, planning, facilitation, note-taking and providing a written summary of the meeting. In addition to the monthly meetings the contractor will also attend an in-person kick-off meeting when the study commences and deliver a presentation at a Research and Evaluation department staff meeting at the conclusion of the project.

Task 14: Write monthly progress report
During all phases of the contract, the contractor will provide brief monthly progress reports to First 5 LA, which clearly indicate the contract tasks that were performed in the prior month, a description of the progress made in completing these tasks, problems encountered or remaining from prior months, expected approaches to resolve problems, tasks for the current month, and any budget implications or significant concerns to be addressed by First 5 LA. As deliverables are completed, invoices should be submitted in a timely manner along with the required documentation.

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<tr>
<th>Tasks</th>
<th>Deliverables</th>
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<tbody>
<tr>
<td>1. Develop a SOW and Work Plan</td>
<td>• SOW</td>
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<td></td>
<td>• Work Plan</td>
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<tr>
<td>2. Establish an Advisory Committee</td>
<td>• List of members [including affiliation(s) and contact information]</td>
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<td>• Committee purpose and goal statement</td>
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### Tasks

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<th>Tasks</th>
<th>Deliverables</th>
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<tr>
<td>3. Manage and coordinate the Advisory Committee</td>
<td>• Meeting agendas</td>
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<td>• Meeting summaries</td>
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<tr>
<td>4. Identify and Review Existing Documents</td>
<td>• Matrix of past data sharing efforts</td>
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<td></td>
<td>• Memo #1</td>
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<tr>
<td>5. Identify stakeholders and gatekeepers for key informant interviews</td>
<td>• List of potential interviewees [including affiliation(s)]</td>
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<td></td>
<td>• Recruitment plan</td>
</tr>
<tr>
<td>6. Identify target groups of high-risk women to participate in focus groups</td>
<td>• Recruitment plan</td>
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<tr>
<td>7. Obtain Institutional Review Board (IRB) approval for data collection</td>
<td>• Interview protocol</td>
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<td>• Focus group protocol</td>
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<td>• IRB application</td>
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<td>• IRB determination letter</td>
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<tr>
<td>8. Interview key informants</td>
<td>• Monthly progress report</td>
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<td>• Summary of interview findings (Memo #2)</td>
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<td>9. Conduct focus groups with high-risk women (e.g., pregnant or parenting)</td>
<td>• Monthly progress report</td>
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<td>• Summary of focus group findings (Memo #2)</td>
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<tr>
<td>10. Generate recommendations</td>
<td>• Memo #2</td>
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<tr>
<td>11. Prepare a report and an executive summary</td>
<td>• Draft report and executive summary</td>
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<td></td>
<td>• Final report and executive summary</td>
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<td>12. Disseminate findings and recommendations</td>
<td>• Report</td>
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<td></td>
<td>• Presentation</td>
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<tr>
<td>13. Attend ongoing meetings with First 5 LA Research &amp; Evaluation staff</td>
<td>• Meeting agendas and notes</td>
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<tr>
<td>14. Write monthly progress report</td>
<td>• Monthly progress report</td>
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### Additional activities

First 5 LA reserves the right to request the selected contractor to perform additional activities related to the Connecting Risk and Perinatal Service Systems Study. These activities will be incorporated in a revised work plan, budget, and scope of work as necessary. The contractor will furnish the necessary personnel, materials, services, and other resources required to undertake the evaluation, unless otherwise stated in this document. First 5 LA also reserves the right to accept additional proposed activities and deliverables suggested by the contractor during the course of the contract.

### V) Eligibility

Applicants must have the qualifications, experience, and ability to successfully carry out the Connecting Risk and Perinatal Service Systems Study from planning to preparation of reports and project management (See the list of qualifications in Section VIII below). Applicants should have the capacity to work throughout LA County. The ideal applicant(s) will be familiar with perinatal health issues, have extensive experience working with one or more sub-populations of high-risk women, have working relationships with pertinent staff from agencies and institutions in LA County, and be highly skilled at building connections across agencies and professions.
VI) Terms of Project

**Available Funding**
The contractor(s) will be compensated based on the project budget developed during the contracting period. At the September 8, 2011 Commission meeting, the commission approved the programmatic budget for fiscal year 2011-12 which includes the Connecting Risk and Perinatal Service Systems Study in an amount not to exceed $200,000. It is expected that the applicants’ budgets will be clearly justified in the budget narrative and will be appropriate to the work proposed.

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

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

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

**Contract Period**
The Connecting Risk and Perinatal Service Systems Study is a 12-month project. It will be a one-time contract to last the duration of the study.

The Commission reserves, at its sole discretion, the right to continue the contract with the selected contractor and will extend the length of the contract and/or increase the budget to accommodate the completion of this project.

The contractor shall not be authorized to deliver or commence performance of services as described in the application until written approval has been obtained from First 5 LA. Any performance of services commenced prior to obtaining all written approvals by First 5 LA shall be considered voluntary. This does not include finalizing the SOW, budget, and payment schedule.

The data collection protocols, work plan and other deliverables determined by First 5 LA staff will not be accepted until approved by the First 5 LA QA team according to the First 5 LA Research and Evaluation quality standards. (See Appendix F)
**Contractual Obligation**

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

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

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

**VII) Statement of Qualifications**

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

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

- **Statement of Qualifications:** A written statement of no more than six to eight pages outlining the contractor’s qualifications for the Connecting Risk and Perinatal Service Systems Study based on the tasks listed in the Statement of Work and any assumptions. This document should also demonstrate how the contractor’s qualifications and experience will facilitate the completion of the activities outlined above. Include any previous experience conducting similar projects and working with entities similar to First 5 LA. Outline any potential unintended consequences or challenges that may occur as a result of this study. This requirement is intended to give First 5 LA a sense of the applicant’s qualifications for conducting the Connecting Risk and Perinatal Service Systems Study.

- **Résumé(s) or Curriculum Vitae(s):** Please submit one résumé or CV of no more than 5 pages for KEY members of the team outlining all relevant work history, educational attainment, publications, prior research projects, etc. All résumés and CVs should be combined into a single document when uploading the application. Do not submit résumés or CVs for all team members.
• **Proposed Budget:** Please include estimated costs by task as listed in Section IV above. Budget Forms and Instructions are available in Appendix A. Also include a budget narrative to accompany the budget forms describing what will be included in each deliverable. This contract will be a fixed-price, deliverables-based contract. The selected contractor will be paid per deliverable, contingent on First 5 LA approval of the deliverable (see a description of the QA and QA dispute resolution processes in Appendix F). The contractor will assume any risk from contract or project delays. If a deliverable is not achieved in full (for example, a sample size of 50 was included in the budget assumptions and the scope of work but the final sample was only 25), First 5 LA reserves the right to prorate the payment accordingly.

• **References:** Use the attached Reference Form and Instructions (see Appendix C) to provide contact information for three former clients or professional affiliates who can attest to the applicant’s ability to create and maintain collaborative relationships across agencies and/or professions and other qualifications. The applicant is responsible for submitting the completed Client Reference Form as a required attachment. First 5 LA may contact some or all of the references as part of its review process.

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

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

• **Statement of Financial Position**

• **Bylaws (if applicable)**

• **Articles of Incorporation (if applicable)**

• **Business License (if applicable)**

• **Memorandum of Understanding (MOU) (if applicable):** If a subcontractor or collaborator will be used to render any of the services under this application, the applicant is responsible for submitting a MOU. MOUs may be submitted after the Contract has been executed. (See sample MOU in Appendix B).

**Required documents to respond to this RFQ:**
The qualifications, including all required attachments, must be submitted online at [www.first5la.org/Funding-Center](http://www.first5la.org/Funding-Center) no later than October 26, 2011, 5 p.m. PST. In
addition to the electronic documents applicants must also submit a signed copy of the submission checklist, application cover letter, First 5 LA’s “Signature Authorization Form,” and “Agency Involvement in Litigation and/or Contract Compliance Difficulties” forms to:

Evelyn V. Martinez, Chief Executive Officer  
First 5 LA  
750 N Alameda Street, Suite 300  
Los Angeles, CA 90012  
Attention: Connecting Risk and Perinatal Service Systems Study RFQ

Review Criteria

First 5 LA will award a contract to one applicant with the expertise and qualifications outlined in the RFQ. The following represents the selection criteria that will be considered during the evaluation process (See the review tool - Appendix H for further detail):

I. Understanding of the Scope of Work
   • The applicant’s proposal demonstrates an understanding of the scope, complexity, and challenges of the Connecting Risk and Perinatal Service Systems Study.

II. Qualifications
   • Experience creating collaborative relationships across agencies and professions;
   • Experience working closely with high-level agency leaders in LA County;
   • Knowledge of maternal and infant health, perinatal, and child welfare issues;
   • General knowledge of public data systems and associated regulatory and privacy restrictions;
   • Experience developing qualitative data collection tools and conducting focus groups and interviews;
   • Experience analyzing and summarizing qualitative data;
   • Written and verbal communications skills;
   • Experience presenting in public meetings and/or to policymakers;
   • Interpersonal, group facilitation and networking skills;
   • Organizational and planning skills;
   • Experience working with culturally, linguistically, and geographically diverse populations;
   • Base knowledge of technologies commonly utilized in integration strategies;
   • Familiarity with the effect of organizational culture

III. Organizational Capacity
   • The applicant will be evaluated based on the organizational capacity to conduct the Connecting Risk and Perinatal Service Systems Study including resources and support for conducting the research, writing the report, and managing the advisory committee;
   • Adequate financial capacity as determined by the applicant’s proposed budget, statement of financial position, and other relevant documents.
IV. Budget

- A reasonable price per task, based on the reviewers’ experience;
- A composite hourly rate for all costs that does not exceed $150/hour (see detail in Contractual Considerations, number 9);
- Tasks assigned to appropriate personnel to minimize the cost per deliverable while also maximizing the quality of the output;
- An awareness of the realities of fixed-price budgeting reflected in an appropriate financial accommodation of risk, particularly related to protracted revisions and delayed start dates;
- A total budget that does not exceed $200,000. It is expected that applicants’ budgets will be clearly justified in the budget narrative and will be appropriate to the work proposed.

First 5 LA reserves the right, without prejudice, to reject any or all submitted qualifications. An appeals process is not available; all decisions of First 5 LA are final.

Statement of Qualifications Review Process

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

1. **Level 1**: First 5 LA staff will review each application to ensure that basic requirements are met. Basic requirements include: timely receipt of application, formatted as required, and inclusion of all appropriate attachments. Proposals with omissions of any required documentation are subject to disqualification. Some or all of the applicants who have submitted complete and responsive applications may be contacted for more information on or before October 28, 2011.

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

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

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

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

As a public entity, the Commission has a responsibility to the public to ensure that the organizations that receive our funds are financially stable to provide the contracted services. Further written materials regarding the financial stability of the agency may be requested by our finance department prior to the interview.
The award notification is anticipated to occur by November 18, 2011, with a final signed contract and projected contract start date of December 19, 2011.¹

IX) Contractual Considerations

Specific contractual considerations, including but not limited to the following, apply to RFQ submission process and project implementation and to any contracts that result from the submission and implementation of the project/proposal. The contractor will need to comply will all of the provisions in the attached sample contract (See Sample Contract). It is important to note that the developed measures – both the long and short versions – will be in the public domain.

A. Conflict of Interest

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

B. Compliance

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

¹ Note: While it is First 5 LA’s desire to execute the Contract for a December 19, 2011 start date, all dates are subject to change at First 5 LA’s sole discretion.
Contract Information

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

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

3. The COMMISSION reserves the right, after contract award, to amend the resulting contract, scope of work, and any other exhibits as needed throughout the term of the contract to best meet the needs of 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 2010 or Fiscal Year June 30, 2011, Cash Flow Statement, Statement of Activities (Income Statement), and Statement of Financial Position (Balance Sheet).

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

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

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

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

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

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

10. The sample contract and contracting requirements are attached (See Appendix E). 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.

X) Appendices

Appendix A: Budget forms and instructions
Appendix B: Memorandum of Understanding Form
Appendix C: Reference Form
Appendix D: Agency Involvement in Litigation and/or Contract Difficulties Form
Appendix E: Sample First 5 LA Contract
Appendix F: First 5 LA Quality Assurance Review and Conflict Resolution Process
Appendix G: Signature Authorization Form
Appendix H: RFQ Applicant Qualifications Review Tool
Appendix I: RFQ Submission Checklist