FIRST 5 LA TECHNICAL ASSISTANCE INSTITUTE
CONSULTANT RESOURCE DIRECTORY
REQUEST FOR QUALIFICATIONS (RFQ)

Los Angeles County Children and Families First –
Proposition 10 Commission (aka First 5 LA)
DATE OF RE-RELEASE: March 7, 2011
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## I. TIMELINE\(^1\)

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<td>RFQ Released</td>
<td>March 7, 2011</td>
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<td>Due date for questions, requests for additional information</td>
<td>March 18, 2011</td>
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<td><strong>Due Date:</strong></td>
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<td>- Online application plus all required attachments</td>
<td>5 P.M. – March 25, 2011</td>
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<td>- One (1) original signed copy of the First 5 LA Signature Authorization and Agency Involvement in Litigation and/or Contract Compliance Difficulties mailed or delivered to First 5 LA</td>
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<td>Materials Review</td>
<td>March 30 to April 8, 2011</td>
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<td>Notification of Acceptance</td>
<td>April 15, 2011</td>
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<td>Approval/Revision of Directory Listings due</td>
<td>April 29, 2011</td>
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<td>Directory Listings Posted</td>
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<td>Directory Updates</td>
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All questions and requests for additional information regarding this RFQ must be received in writing by First 5 LA via mail, fax, or email before 5 P.M. on Friday, March 18, 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.

Questions and information requests may be submitted to:

Heather Tunis, Program Officer  
First 5 LA  
750 N. Alameda Street, Suite 300  
Los Angeles, CA 90012  
Phone: 213.482.7526  
Fax: 213.482.5903

Email: htainis@first5la.org

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\(^1\) Note: All dates are subject to change at First 5 LA’s sole discretion.
II. BACKGROUND

ABOUT FIRST 5 LA
In 1998, California voters passed Proposition 10, which levied a 50-cent per pack tax on all tobacco products. The resulting tax revenues were earmarked 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 over $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 entitled Strengthening Families and Communities in L.A. County. This Plan incorporates lessons learned from the first 10 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 place-based 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, to be known as Best Start, will be 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 www.first5la.org/articles/strategic-plan-community-selection-principles.

First 5 LA has selected three types of implementation strategies to accomplish these 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.

**Development of a Community Partnership**

In order to maximize the potential for success, First 5 LA’s place-based efforts will be driven and informed by the communities themselves. Community members will determine how best to achieve the four long-term goals for young children, and First 5 LA will work with them over a period of years to achieve these changes. Through this process, the communities will develop the capacity to continue making desired changes on their own well into the future.

This will require an initial and intensive community planning process. Each target community will select a fiscal agent and a community facilitator who will play a pivotal role in guiding the community through the planning process. This process will culminate with the community partnership submitting to First 5 LA a written proposal for a multi-year implementation plan. The proposal will include a detailed plan of action including scopes of work and budgets.

The planning process will include: regular collaborative meetings, community assessment, ongoing capacity building and training on effective collaboration, finalizing community boundaries, development of a community decision-making process and preparation for communities to engage in community-driven research. Although there will be adjustments for certain communities based on their readiness, First 5 LA will engage simultaneously in all of the target communities listed above.
FIRST 5 LA CONSULTANT RESOURCE DIRECTORY
The First 5 LA Technical Assistance Institute was established to oversee, develop and manage capacity building programs and services to support the effectiveness of organizations in Los Angeles providing resources and positive outcomes for very young children and their families. TA Institute programs have included intensive, multi-session trainings focusing on sustainability planning, development of social enterprise revenue-generating opportunities and organizational leadership for executives and senior managers, augmented with seminars and customized consulting focused on capacity building and organizational effectiveness. Throughout our experience with these programs, we have observed the value of professional counsel, technical assistance and/or consulting services as increasingly important in sustaining the impact of specific training programs for participants and their organizations.

First 5 LA also recognizes the value that experienced consultants offer and the roles they accomplish for nonprofit organizations in sustaining the day-to-day work involved in achieving positive outcomes. From research into local, regional and national resources, First 5 LA determined that a carefully conceived vetted Consultant Resource Directory would be of significant value to the First 5 LA constituency as well as to the nonprofit field. The directory is a searchable online resource available on the First 5 LA website, providing profile information about consultants with proven experience and success in working with social sector organizations including those providing services to 0 to 5 constituencies. As First 5 LA takes on the place based approach with a focus on building and supporting the capacity of communities and organizations in advocating for and generating positive outcomes for very young children and their families, access to qualitative, effective consulting resources for organizational capacity building and community development objectives is a fundamental asset.

Areas of expertise in the Directory include a range of organizational development, management, planning and technical services focused on helping agencies to strengthen internal operations and/or address major organizational issues, such as:

- Strategic Planning
- Financial Management & Decision-making
- Organizational Audits & Operational Improvements
- Board Development and Board/Staff Relations
- Strategic Communications
- Fund Development and Fundraising
- Organizational Leadership and Transitions
- Opportunities for collaboration, alliances and/or mergers
- Technology Planning
- Policy and Advocacy

The directory also includes links to resources and best practices regarding selecting and working with consultants, including developing appropriate objectives and expectations for the consulting engagement.
III. ELIGIBILITY
Consultants and consulting groups responding to this RFQ must demonstrate the qualifications, experience, competency, and ability to successfully provide technical assistance and related program support through consulting engagements. Applications will be considered from individuals and/or group practices that have a presence in Southern California and the capacity to work throughout Los Angeles County.

Knowledge of organizations, programs and systems in the fields of early learning, childhood development, parent education, community engagement, health and social services, Kindergarten readiness, as well as capacity building, sustainability, organizational effectiveness and life cycles is also important.

IV. SUMMARY OF DESIRED QUALIFICATIONS AND REVIEW CRITERIA
Applications will be reviewed in consideration of the following criteria, which should be clearly evident in the responses and information included in the application and through First 5 LA communications with client references.

Knowledge & Expertise:
- Knowledge of nonprofit organizational effectiveness, administration, financial models, management, infrastructure and operations
- Substantive proven experience as a consultant and within the specified areas of expertise indicated in the application materials
- Experience with organizations serving the 0 to 5 constituency
- Knowledge of and familiarity with organizations providing and/or working with early childcare, education, child development and/or family support needs and resources

Consulting Approach:
- Substantive experience and a proven record of success in planning and managing consulting engagements including: entry; project design (assessment phase); contracting; navigating phases of consulting project; deliverables; project completion, evaluation and/or recommendations
- Strong team building skills and facilitation skills
- Excellent time management and business skills
- Strong written and oral communication skills

References & Completed Projects:
- Quality and types of projects and consulting engagements successfully completed
- Client Recommendations
- Client lists

V. SELECTION PROCESS
First 5 LA staff will review each application to ensure that basic requirements are met including timely receipt and inclusion of appropriate attachments, etcetera. Submissions with omissions of any required document are subject to disqualification.

Applications will be reviewed by First 5 LA and one or more external reviewers with relevant expertise employing the Review Framework posted with the RFQ. Review
frameworks are utilized by all staff and external reviewers to mitigate any potential for bias. In accordance with First 5 LA policy, external and internal reviewers sign a Conflict of Interest and Confidentiality statement.

Reference checks will be completed as necessary to complement rankings resulting from the internal and external review process. First 5 LA must be able to contact at least three (3) of the up to five (5) references provided by the applicant. If three (3) references cannot be reached, First 5 LA may deem the applicant ineligible for this opportunity.

Consultants approved for inclusion in the directory will be contacted according to the schedule outlined in Section I. (Timeline). Each will be provided with a draft of their directory entry based on the application materials, in order to provide updates and corrections based on the directory production schedule.

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

VI. STATEMENT OF QUALIFICATIONS (Submission Instructions)
In order to respond to this RFQ, please complete and submit all required electronic application materials and signed hard copy documents to First 5 LA, as instructed, no later than 5:00 P.M. on Friday, March 25, 2011. Materials received after this date and time will not be considered.

Applications, including all required attachments must be submitted online at www.First5LA/FundingCenter. In addition to the electronic versions of the Signature Authorization and Agency Litigation Forms, please mail originals of the RFQ checklist, cover letter and these two signed forms by 5 P.M. on Friday, March 25, 2011 to:

Evelyn V. Martinez, Chief Executive Officer
First 5 LA
750 N. Alameda Street, Suite 300
Los Angeles, CA 90012

Attention: Consultant Resource Directory

1. Appendix A: RFQ Package Checklist
3. RFQ Application Form Part II. Complete the form covering Professional Experience and Primary Areas of Expertise and Skills
4. Cover Letter (maximum 1 page) addressed to Evelyn V. Martinez, Chief Executive Officer of First 5 LA, specifying the following: introduction of the applicant, including the applicant’s name, address, telephone number, e-mail address, the date and stating that the letter is in response to the RFQ for inclusion in the Consultant Resource
Directory. The cover letter must be signed by the consultant or principal of the consulting business providing the completed application.

5. Resume or Curriculum Vitae for up to three (3) principals of the consulting business, outlining relevant work and/or consulting history, education, publications, prior research projects, etc. Please provide no more than six (6) pages per person.

6. Appendix B: Consulting Project Narratives for three (3) relevant completed or current consulting projects, maximum of one (1) page per project. Please include a description of the client agency, the purpose of the consulting engagement, the consultant’s role in the development, implementation and/or evaluation of the project and a description of any deliverable or outcome of the consulting engagement. Applicants should also describe the qualifications and role(s) of all individuals and/or other organizations, if any, participating in consulting projects that may have involved collaboration.

7. Appendix C: Client References Please complete the information, outlined in the instructions for Appendix C, for at least three (3) and no more than five (5) references. References must be from organizations and/or individuals for whom the applicant has provided recent - within the past three (3) years - services demonstrating the applicant’s primary areas of expertise and experience. Please be sure to provide current contact information and permission for those clients who have agreed to serve as references for purposes of review and inclusion in the directory.

8. Appendix D: Signature Authorization Form This form is required to verify signature authority to enter into any contractual agreement. First 5 LA reserves the right to inspect any By-Laws, Business License or Partnership Agreement, as relevant, to verify signature authorization, if needed.

9. Appendix E: Disclosure Regarding Involvement in Litigation, Legal and/or Professional Contractual Difficulties Please read, complete and provide an authorized signature on in blue ink on the Disclosure Regarding Involvement in Litigation and/or Professional Contractual Difficulties form. An unsigned form or omission of this form will constitute an incomplete application and will be grounds for disqualification from consideration.

10. Optional Materials Sample consulting agreement

VII. LIMITATIONS

The following limitations apply to this RFQ submission process.

1. The Commission may, at its sole discretion, reject any or all submissions in response to this RFQ. An appeals process is not available.

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

2. The individual/organization submitting an application agrees that by submitting an application authorization for the Commission to verify any or all information and/or references given in the application.

3. The Commission reserves the right to amend the Consultant Resource Directory as needed to best meet the needs of all parties. At the Commission’s discretion, listings may be revised or removed.

4. The Commission shall not be involved in nor liable for any negotiations, contracts, or performance of work secured by virtue of listing in the Consultant Resource Directory.

5. While consultants and consulting firms selected for inclusion in the Consultant Resource Directory will be evaluated through review of qualifications and direct communications with references, selection for inclusion shall not constitute an endorsement or any other approval by the Commission of any particular consultant or consulting firm. Said consultants or consulting firms may not use language indicating any endorsement or approval by First 5 LA or the Commission, other than stating the fact of being listed in the First 5 LA Consultant Resource Directory, in any summary, promotional or marketing materials or information.