LA CHILDREN’S DATA NETWORK
PROGRAM MANAGER REQUEST FOR QUALIFICATIONS (RFQ)

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

RELEASE DATE: July 12, 2013
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I. TIMELINE FOR SELECTION PROCESS

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<td>July 12, 2013</td>
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<td>Information Session</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 email before 5 p.m. PST on **July 22, 2013**. 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 can be submitted to:

Heather Breen, Research Assistant  
First 5 LA  
750 N. Alameda Street, Suite 300  
Los Angeles, CA 90012  

Phone: 213. 482. 7827  
E-mail: hbreen@first5la.org

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1 Note: Dates are subject to change at First 5 LA’s sole discretion.
II. BACKGROUND

First 5 LA — “Champions for Our Children”

In 1998, California voters passed Proposition 10, which levied a 50-cent per pack tax on all tobacco products. The resulting tax revenues were earmarked for the creation of a comprehensive system of information and services to advance early childhood development and school readiness within each county in California. In Los Angeles County, the First 5 LA Commission was formed as a public entity to develop and oversee various early childhood initiatives and to manage the funding from Proposition 10. Since 1998, First 5 LA has invested more than $1 billion to support programs, initiatives, research, partnerships, public education and other endeavors in all four of its goal areas:

- Children are born healthy
- Children maintain a healthy weight
- Children are safe from abuse and neglect
- Children are ready for kindergarten

The First 5 LA FY 2009-2015 Strategic Plan

In 2009, First 5 LA’s Board of Commissioners adopted a new strategic plan (as amended) to guide its investments through June 2015. The plan, *Strengthening Families and Communities in L.A. County*, marked a significant evolution in First 5 LA’s approach to grantmaking. It was later amended by the Commission to include additional countywide initiatives developed in 2010. In addition to a countywide approach that focuses on policy change, public education, workforce development and other strategies, the strategic plan (as amended) also commits a sizeable portion of funds to improve the well-being of children in specific geographic communities.

The Commission selected 14 Best Start communities based on lessons learned from First 5 LA’s first decade and research, which shows the influential role of safe and supportive neighborhoods in a young child’s quality of life.

This combined place-based and countywide approach is intended to concentrate First 5 LA’s limited resources in areas of high need and to support the sustainability of those efforts over time. The strategic plan (as amended) will allow First 5 LA to continue focusing on strengthening families while deepening our commitment to fostering a community’s ability to create and sustain safe and nurturing places for children to grow.

Figure 1: First 5 LA Prioritized Pathway

The strategic plan (as amended) identified a pathway for First 5 LA investments that leads to our desired outcomes for children, families and communities in our four goal areas.
The Place-Based Approach, *Best Start*

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

Parents, civic and business leaders, members of the clergy, representatives from community-based organizations and others are working together to develop partnerships within each of the 14 communities. The expectation is that each community partnership will submit proposals to the First 5 LA commissioners for future investments that target community-identified priorities that will help advance *Best Start*’s primary goals that children in each community grow up safe, healthy and ready to learn.

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

**Countywide Approach**
The strategic plan (as amended) recognizes the critical role of strong, coordinated and responsive systems in supporting families and improving outcomes for children prenatal through age 5. These systems include the actual structures through which health and human services are provided in L.A. County, as well as less formalized systems. By focusing on countywide systems improvement and change, countywide investments can have an impact beyond the children in the 14 Best Start communities. At the same time, this approach will help improve the sustainability of the place-based approach and outcomes. First 5 LA understands that enduring systems changes are most successful when they are informed by — and grow out of — community-based experience and concrete evidence regarding models that strengthen families and improve outcomes for children, such as those we will be supporting in the Best Start communities.

The countywide approach is a comprehensive effort through a variety of programs, strategies and initiatives. The strategic plan (as amended) incorporates seven specific countywide strategies, including public policy, public education, resource mobilization, workforce development, data systems integration and health access. In addition, First 5 LA is supporting an array of countywide investments in areas such as universal screening and assessment of newborns, early care and education workforce development, nutrition and physical activity programs for families and in child care facilities, and parental support projects. In addition, among other strategies, First 5 LA continues to strive for increased access to health care and insurance for pregnant women, children and their families; provide telephonic or online and printed resource directories for families and support and enhance the impact of our investments with effective, strategic partnerships and leveraging social and financial capital via our newly-developed Community Investments Department.

### III. LOS ANGELES CHILDREN’S DATA NETWORK PROJECT OVERVIEW

On October 14, 2010, the First 5 LA Board approved a motion to create a countywide data sharing initiative focused on increasing access to timely and accurate data to assist in improving outcomes for families with young children. The intent was to create partnerships between organizations with similar aims to establish a collaborative network of experienced researchers, analysts, and planners in addressing data needs in the children and families network of services.

Each year, government, foundations and private agencies throughout Los Angeles County invest significant resources on programs serving the 0-5 population, including the collection of data. Although each agency collects a tremendous amount of valuable data, there is no formal platform for integration and sharing. Moreover, with shrinking budgets, agencies generally have limited resources and capacity for data analysis and thus are less likely to focus “mining” information that may be useful for program, policy and research purposes. As a result, it is often difficult for policy makers and program managers to assess the collective size and impact of the investments being made Countywide, to identify gaps and to maximize available resources.

The Los Angeles Children’s Data Network (LACDN) project represents an effort to promote an interactive network of researchers committed to working together and with policymakers, service providers and key stakeholder groups to develop innovative methods.
of using the investment and performance data that are already available to inform policy making, encourage coordination and collaboration. As part of this effort, LACDN has brought together representatives from a wide-range of organizations to serve as policy advisors.

The mission statement of LACDN is as follows:

*Leverage data to improve outcomes for young children and their families through increased access to timely, accurate and actionable information.*

The LACDN has a multi-pronged approach to increase data and information sharing:

- **Outreach and Engagement:** Provide outreach to service providers, government agencies, and researchers to participate in collaborative research and data sharing efforts. The goal of these efforts is to break down the long-standing walls between data creators and data consumers and to promote a data-driven culture that will help policy makers and program managers improve outcomes for young children and their families.

- **Data Projects:** Implement Data Projects through the use of a core of research analysts focused on identifying and producing actionable research in support of community planning and policy discussions on issues critical to the 0-5 population.

- **Innovation:** Deploy innovative strategies to engage a broader range of users to promote increased interaction with information about the health, education, and safety of young children.

- **Data and Research Library:** Development of an information and research gateway for broad use by public and private organizations and community groups interested in young children and their families.

Over the last two years, LACDN has been funding pilot research projects and convening stakeholders to discuss pressing topics concerning the 0-5 child population, and developing logic and business models. The following are two pilot projects recently completed by the LACDN:

- **ECE Investments and Infrastructure** – In April 2012, the LACDN in collaboration with the Advancement Project released a report entitled “Shrinking Investments Yield Smaller Returns: Mapping the loss of Early Childhood Education Investment and Infrastructure in LA County during the 2008-2011 Great Recession. The report detailed the impact of the recession on the County’s child care infrastructure, the current needs and supplies of child care in the County and the impact of potential statewide budget cuts on these resources. Following up on this ground-breaking report, the LACDN and the Advancement project released in the Fall of 2012 an online interactive tool as a companion to the Shrinking Investments report.

- **Maternal Child Health Outcomes** – The MCH data pilot project quantifies the impact of changes in funding levels and types of expenditures in the area of maternal and child health. In particular, the project looked at the degree to which funding levels in Los Angeles County and across California have resulted in improved birth outcomes and reduced mortality rates. The results of the analysis were combined with a literature review of the association between childhood health and long-term outcomes to produce estimates of the impact of MCH funding on
health outcomes throughout the life course. Project findings have been communicated to policy makers, advocacy organizations, service providers, and other interested parties. The project findings were also captured and disseminated through a policy brief and a manuscript for a peer-reviewed journal.

During this time, the day-to-day project management has been assumed by First 5 LA staff and a consulting team brought on to conduct the program management function. However, the long-term goal has been to identify a more permanent institutional home to manage the LACDN that can foster its growth, increase its impact, and develop a strategic plan for sustainability.

IV. SCOPE OF WORK

First 5 LA is seeking applicants to serve as the Program Manager for the LACDN. The Program Manager would be responsible for advancing the Mission of the LACDN by managing its core functions:

**Outreach and Engagement**

A key component in the effort to increase data and information sharing efforts among policymakers and the user communities will be an effective outreach and engagement campaign or series of campaigns. The Program Manager will be expected to draw upon existing collaborations and networks -- as well as developing new alliances -- the goal of this function will be to:

- Identify opportunities to engage multiple participants in data and information sharing projects related to the 0 to 5 population; and,
- Increase the capacity of the user communities by providing education and training on the effective use of data for decision-making.

To carry out these efforts, the Program Manager would target specialized existing networks to identify and promote potential opportunities for data and information sharing. This function would have the goal of creating a dialogue about the types of data that exists and how that data may be aggregated to improve the ability of policymakers and program managers to assess future investments and service delivery.

The Program Manager would also seek to engage networks and communities by leveraging both the network available through First 5 LA and the existing LACDN Policy Board members. Both through individual engagement and the use of larger forums, these outreach efforts will be designed to elicit insight into existing data issues from a broad base of constituencies and attempt to identify potential rapid response and/or innovation projects.

Finally, the Program Manager would develop a communications strategy that would serve both the purpose of informing relevant communities of the work being undertaken but also spur interest in data sharing efforts, whether or not through the LACDN.

**Data Projects**

A key strategy in the attainment of the LA Children’s Data Network’s mission is the development and execution of Data Projects. Data Projects focus on producing actionable research in support of community planning and policy discussions on issues critical to the 0-5 population and their families. The work builds on the outreach and engagement
function by identifying pressing research needs and mobilizing to implement a rapid response project.

Data Projects may include some or all of the following activities:

- **Convening** – Bring together community stakeholders to identify shared interest in research and policy change agendas (in conjunction with the Outreach and Engagement Function).
- **Building Partnerships** – Assist in developing and answering policy questions and build collaborative relationships to identify future data partnership opportunities (in conjunction with the Outreach and Engagement Function).
- **Compiling and Analyzing Data** – Leverage existing data resources and provide technical assistance in analytics and data presentation.
- **Communication and Dissemination of Data and Analysis** – Engage participants in a policy discussion of how to use the data to drive desired policy change.
- **Developing Ongoing Strategies** – Impact ongoing policymaking and spur innovation by ensuring continued use of data and research.

**Innovation**

By employing strategies to engage and broaden the range of people interacting with information about the health, education and safety of young children, Innovation-related activities will advance the wellbeing of young children and their families in LA County by supporting a flexible early childhood data infrastructure and encouraging growth of the “data ecosystem.”

The Program Manager will conduct activities to encourage new and existing data users to more deeply interact with early childhood information and a meaningful exchange of information and technology to solve problems and integrate systems.

Two examples of strategies that may be associated with the Innovation function include sponsoring “code-a-thons”3—unique live events that bring otherwise disparate communities together—and “challenges”4—contests that are conducted and promoted virtually focused on any number of themes or problems. Both have features and benefits with great promise for advancing the mission of the LA Children’s Data Network.

**Data and Research Library**

The Data Research Library will be the LACDN’s mechanism for sharing data, research and information. This virtual library will facilitate the availability of research and data by the

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3 Code-a-thons are live events where participants explore creative technology solutions. These events not only generate ideas for the task at hand but can lead to any number of new relationships and innovations. Events would be designed to engage members of the County’s early childhood community--parents of young children, doctors, social workers, and other service professionals, administrative leaders, policy makers, researchers, designers, developers. Teams are formed, and at the end of the day entries are presented and judged by a panel. Awards can include cash or other incentives. Code-a-thons are relatively inexpensive to run and can be leveraged with sponsorship, for example, by businesses and trade groups.

4 Challenges are lengthier and complex contests designed to elicit technology solutions to particular issues. Similar to code-a-thons, challenges provide cash awards with the goal of eliciting technological solutions using defined data sets. Hundreds of challenges associated with challenge.gov provide models, especially those that have successfully engaged varied communities around health, education, and social challenges.
LACDN, but also yield a repository of research, information and reports from the work of the LACDN and other relevant local research activities. Developing the library will allow the LACDN to be responsive to varied needs and evolving conditions, to take advantage of evolving technology and its uses, and to present data in exciting ways that are relevant to targeted audiences.

The Program Manager will develop concepts for the architecture of the Library and the most cost effective approaches for pointing data consumers to the repository of research, information and reports from the work of the LACDN and other relevant local research activities.

In addition to the creation of the Library, the LACDN will also seek to encourage governmental and private agencies to make performance and investment data available, especially as it relates to programs benefiting pregnant women, children 0 to 5 and their families within Los Angeles County (Target Population). By encouraging a culture of open data and information sharing, the LACDN will seek to foster innovation and policy change through greater availability and analysis of data.

**Sustainability**

In addition to managing the core functions of the LACDN, the Program Manager will develop a sustainability plan to identify other sources of funding and opportunities to leverage existing funding, to ensure continuation of the project beyond the funding period stated by the First 5 LA Board of Commissioners original motion.

V. **ELIGIBILITY**

The success of the Program Manager depends on the organizational capacity of the provider to provide each of the core functions listed above. Moreover, the applicant must be based in or near Los Angeles County in order to perform the necessary outreach and dissemination activities set forth above and to be able to regularly attend meetings in Los Angeles County. The applicant must also have the technological capabilities for efficient phone and email communication to facilitate interaction with First 5 LA staff in the LA area.

VI. **SUMMARY OF DESIRED QUALIFICATIONS**

Applicants must have the necessary qualifications, experience, capacity and ability to successfully act as the Program Manager for the LACDN. This includes a thorough understanding of First 5 LA’s programs and initiatives as related to serving the Target Population. The Applicant should also have the following experience and abilities:

- **Experience in:**
  - Providing outreach to community based organizations, service providers, government agencies, and researchers;
  - Managing large-scale and complex data-sharing and research projects;
  - Developing processes to regulate data management including managing access to data from outside researchers, agencies or the public;
  - Managing IT systems and infrastructure necessary to link and sort through large-scale and complex data sets;

LACDN Program Manager RFQ
o Linking and analyzing large and complex data sets from multiple sources, especially as related to child welfare data, birth records, migration data and other data sets related to the Target Population;

o Working with governmental agencies and policy agencies within Los Angeles County that serve the Target Population;

o Working with community-based organizations within Los Angeles County that service the Target Population;

o Working with foundations and other funders to ensure long-term sustainability of the program;

o Managing a governance structure that includes management and advisory committees;

o Managing subcontractors including efficiently and expeditiously executing subcontracting agreements; and,

o Developing independent and objective policy briefs or analyses related to the Target Population.

- Ability to:

  o Build on existing community relationships and networks to more effectively conduct outreach and engagement efforts;

  o Access large-scale and State-wide data sources related to the Target Population with existing agreements or MOUs to more efficiently and effectively produce actionable research projects;

  o Manage the design and implementation of a data and research library;

  o Utilize the credibility and capacity of the applicant’s organization to influence policymakers, media and service providers to both act on the research projects conducted by LACDN and also to encourage data sharing efforts by public and provide agencies;

  o Provide an multi-disciplinary approach to research projects, data sharing efforts and policy development;

  o Develop a formal network of governmental and community partners that will be invested in data sharing and data-driven research and policy making as it relates to the Target Population;

  o Conduct innovation projects that will leverage data resources and provide practical tools that impact the Target Population;

  o Cost-effectively share existing organization resources to maximize the productivity of the LACDN services; and

  o Leverage First 5 LA funding to provide additional funding for LACDN projects and initiatives.
VII. SUBMISSION REQUIREMENTS

In order to respond to this RFQ, please complete and submit your statement of qualifications and all required documents to First 5 LA no later than 5:00 PM PST on July 26, 2013. Applications received after this deadline will not be considered.

The proposal, including all required attachments, must be submitted online at www.first5la.org/Funding-Center. In addition to the electronic documents applicants must also submit a signed copy of the application cover letter, First 5 LA’s Signature Authorization Form, Agency Involvement in Litigation and/or Contract Compliance Difficulties Form, to:

Heather Breen, Research Assistant
First 5 LA
750 N Alameda Street
Los Angeles, CA 90012
Attention: LACDN RFQ

SUBMISSION INSTRUCTIONS AND REQUIRED DOCUMENTS

1. **Online Application Form**: Applicants must submit an online application form.

2. **Cover letter**: This document introduces the applicant(s) and should clearly show the applicant’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 LACDN Program Manager. 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.

3. **Statement of Qualifications**: (may not exceed 25 single spaced pages using at least 10pt font with 1 inch margins): narrative describing the contractor’s experience and qualifications as they relate to the summary of desired qualifications. The narrative should include (but is not limited to) all of the following:
   - Provide an overview of the organization; a brief description of the team, and their roles and responsibilities; and why the contractor believes they are a good match for this project.
   - Describe your experience working with community based organizations, foundations, service providers, government agencies and researchers, especially those that serve the Target Population. This includes your experience in providing outreach to those organizations.
   - Describe your experience developing and/or sustaining a network of governmental and community partners, particularly as it relates to data sharing, data-driven research and policy making relating to the First 5 LA target populations. Explain how you will utilize your existing relationships/network to conduct outreach and engagement for the LACDN.
Describe how you will be able to access large-scale data sources related to the First 5 LA target population, your experience managing large-scale data-sharing and research projects, and your approach for managing the design and implementation of a data and research library. Where applicable, provide existing agreements or MOUs that demonstrate access to existing data sources.

Describe your experience and ability in linking and analyzing large and complex data sets from multiple sources especially as it relates to child welfare data, birth records, migration data and other data as it relates to the Target Population.

Describe your experience and ability in managing IT systems and infrastructure necessary to link and sort through large-scale and complex data sets.

Describe your experience and ability in managing large-scale and complex data-sharing projects including developing processes to regulate data management such as data access to outside researchers, agencies or the public.

Provide a summary of your work in developing independent and objective policy briefs and analysis related to the Target Population.

Describe your ability to leverage First 5 LA funding for the LACDN and cost-effectively share existing organization resources to ensure the sustainability of the LACDN.

Describe your capacity to influence policymakers, media and service providers to both act on the research projects conducted by LACDN and also to encourage data sharing efforts by public and private agencies.

Provide a summary of your experience in managing organizational structures including organizations with management and advisory committees and the management of subcontractors.

Summarize your ability to maximize productivity through sharing existing organizational resources to leverage LACDN funding.

Describe your experience and ability in influencing policymakers, media and service providers. Specifically, describe any experience in using data and research projects to impact public policy.

4. Performance Matrix: The Performance Matrix specifies the work to be performed under the contract. The Performance Matrix should be organized by performance objectives and include a due dates for each outcome, output or major deliverable. Please see Appendix E for the Performance Matrix template.

5. 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.

6. Proposed Budget: Applicants should create a detailed first year budget organized by task. First year budgets for this project may not exceed $1,000,000. The required budget forms are included in Appendix C of this document.
7. **Budget Narrative:** The application must also include a budget narrative to accompany the proposed budget. The narrative should describe what will be included in each deliverable.

8. **Client Reference Form:** Please complete the information outlined in the instructions for Appendix G for at least three (3) and no more than five (5) references. Clients must be organizations and/or individuals for whom the applicant has provided similar services, and must be able to provide information regarding the applicant’s capacity and performance regarding the provision of such services. Please be sure to provide current contact information for those clients who have agreed to serve as references.

9. **Agency Involvement in Litigation and/or Contract Compliance Difficulties (1 original SIGNED with BLUE INK):** Please read the information on the required Agency Involvement in Litigation and/or Contract Compliance Difficulties form (see Appendix H) thoroughly. Submit the original SIGNED with BLUE INK to First 5 LA by the application deadline. An electronic copy must also be uploaded with the online application. An unsigned form or omission of the form will constitute an incomplete proposal and may be grounds for disqualification.

10. **Signature Authorization Form (1 original SIGNED with BLUE INK):** This form (see Appendix I) 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 also submitted, as applicable, that indicates signature authority.** Submit the original SIGNED with BLUE INK to First 5 LA by the application deadline. An electronic copy must also be uploaded with the online application. Omission of the form will constitute an incomplete proposal and may be grounds for disqualification.

11. **Annual Independent Audit:** The applicant must include the most recent independent audit report. Additional documents regarding the financial stability of the agency may be requested by our finance department during or prior to the review.

12. **Memorandum of Understanding (MOU) (if applicable):** If a subcontractor will be used on this project, please submit a formal MOU along with the proposal. Applicants with identified subcontractors should include in their proposal a description of previous collaborations with the identified subcontractors.

13. **Bylaws (if applicable)**

14. **Articles of Incorporation (if applicable)**

15. **Business License (if applicable)**

16. **IRS letter of determination (if applicable)**
17. **Board of Directors or List of Partners (if applicable)**

Failure to submit all required attachments and original documents will constitute an incomplete proposal and may be grounds for disqualification. In order to respond to this RFQ, please complete and submit your application and all required documents below to First 5 LA no later than 5:00pm PST on **July 26, 2013**. Applications received after this deadline **will not** be considered. It is the responsibility of the applicant to ensure, prior to submission, that their proposal reflects the requirements of this solicitation.

In addition to the electronic documents, applicants **must** also submit the following original signed documents: First 5 LA’s Signature Authorization Form and Agency Involvement in Litigation and/or Contract Compliance Difficulties Form. Please mail originals to:

**Heather Breen, Research Assistant**
First 5 LA
750 N Alameda Street
Los Angeles, CA 90012
Attention: LACDN RFQ

**VIII. SELECTION PROCESS AND REVIEW CRITERIA**

**Level 1:** First 5 LA staff will review each application to ensure that basic requirements are met. Basic requirements include: timely receipt of application, format as required, inclusion of all appropriate attachments, etc. Proposals with omissions of any required documentation are subject to disqualification.

**Level 2:** A minimum of three (3) external reviewers will review and score proposals using the LACDN Review Tool posted with the RFQ (Appendix J). External reviewers will utilize the review tool exclusively to score proposals to alleviate the potential for bias. External reviewers are required to sign a Conflict of Interest and Confidentiality Statement.

**Level 3:** Financial review for finalist, conducted by First 5 LA finance staff. As a public entity, the Commission has a responsibility to the public to ensure that the contractors who 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.

**Level 4:** The three highest scoring applicants will be interviewed. Interviews will complement rankings resulting from the external review process. Interviews are scheduled to be held on dates shown in the RFQ Timeline. 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.

Award and declination notifications are anticipated to be sent out in August, 2013.**

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5 Note: Dates are subject to change at First 5 LA’s sole discretion.
IX. TERMS OF PROJECT

Available Funding
The Commission expects to enter into a twelve (12) month contract with the selected contractor. The contract may be eligible for renewal at the end of the contract period. The contract may potentially be renewed for 12-24 months. If the Commission decides to continue this project in subsequent years, the selected contractor may be asked to extend their contract for this project. The total contract amount for the first 12 months is not to exceed one million dollars ($1,000,000).

Contract Period
The contract period is expected to start on September 16, 2013 for 12 months.

Deliverables-Based Payment Structure
The contractor will be paid according to deliverables. That is, this project 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 F 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.

The final Performance Matrix and Budget will be determined during the contract development and negotiation process. Funds will be disbursed through invoices based on deliverables.

X. 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 with all of the provisions in the attached sample contract (See Sample Contract).

A. Conflict of Interest

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

B. Compliance

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

C. Contract Information

1. The COMMISSION reserves the right to reject all bids and re-advertise for bids. Failure to comply with bid specification shall be grounds for disqualification of bids. Each bidder or proposer shall be required to honor the price and specifications quoted for a minimum of sixty (60) calendar days following submission of the bid. The COMMISSION also reserves the right to cancel this RFQ, at its sole discretion, at any time before execution of a contract. The COMMISSION shall not be liable for any costs incurred in connection with the preparation of any submissions in response to this RFQ. Any cover letters, résumé and/or curriculum vita, including attached materials, submitted in response to this RFQ shall become property of the COMMISSION and subject to public disclosure.

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

3. The COMMISSION reserves the right, after contract award, to amend the resulting contract, scope of work, and any other exhibits as needed throughout the term of the contract to best meet the needs of the COMMISSION.
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, 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/Term of Grant 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 in writing 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. The COMMISSION reserves the right to revise the effective date prior to final execution of the contract.

The contractor shall not be authorized to deliver or commence performance of services as described in this RFQ until final execution of the contract (contract must be signed by both parties). Final execution of the contract is contingent on First 5 LA’s Board approval of the negotiated scope of work and budget. Any performance of services commenced prior to obtaining all written approvals by First 5 LA shall be considered voluntary.

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

- Agency Involvement in Litigation and/or Contract Compliance Difficulties Form
- By-laws (if applicable)
- Articles of Incorporation (if applicable)
- Board of Directors or List of Partners (as applicable)
- Signature Authorization Form
- Annual Independent Audit for prior fiscal year or calendar year (if applicable)
- Appropriate business licenses (for vendors or private organizations)
- IRS Letter of Determination (if applicable)
• 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, the total composite rate, which includes labor and other costs, for a Consultant may not exceed $150 an hour, depending on the type of expertise. 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 selected contractor/s will be required to adhere to all contractual obligations as outlined in this document, including the First 5 LA Contract (See Sample Contract). The selected applicant shall be expected to execute the contract without substantive alteration. If applicant cannot accept the terms of the contract without substantive alterations, the applicant should refrain from applying. It is imperative that all applicants review the contract language in detail and fully understand contractual obligations should they be selected.

XI. APPEALS POLICY

First 5 LA reserves the right, without prejudice, to reject any or all submitted applications. An Appeal shall be permitted only on the grounds that the decision violated applicable law, First 5 LA policies and procedures, or the terms of the bid, RFP or RFQ. Appeals challenging First 5 LA’s decision on the merits or qualifications of bidders or proposers or the scoring of proposals shall not be permitted. An appeal of a First 5 LA decision shall be in writing and filed with the office of the Executive Director or his/her designee within ten (10) business days following the date the notification of decision is made by First 5 LA. For more information, please refer to the Appeals Policy located at http://www.first5la.org/About-Us/Policies.

XII. APPENDIX LIST
• Appendix A: RFQ Submission Checklist
• Appendix B: Sample First 5 LA Contract
• Appendix C: Budget Forms and Instructions
• Appendix D: W-9 Form
• Appendix E: Performance Matrix template
• Appendix F: QA dispute resolution processes
• Appendix G: Client Reference Form
• Appendix H: Agency Involvement in Litigation and/or Contract Compliance Difficulties form
• Appendix I: Signature Authorization Form
• Appendix J: LACDN Review Tool