Family Strengthening Oversight Entity Request for Qualifications (RFQ)
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I. TIMELINE FOR SELECTION PROCESS

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<td>RFQ Released</td>
<td>November 7, 2012</td>
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<td>Information Session</td>
<td>November 27, 2012</td>
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<td>Final date to submit questions and requests for</td>
<td>November 30, 2012</td>
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<td>Posting of responses to questions</td>
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<td>December 19, 2022</td>
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<td>Application Review</td>
<td>December 20 - January 11</td>
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<td>Interviews with qualified applicants</td>
<td>January 14 -17</td>
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<td>Board of Commissioners Approval</td>
<td>April 11, 2013</td>
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<td><strong>Contract Start Date</strong></td>
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*Dates listed in timeline are subject to change at First 5 LA’s sole discretion.

All questions and requests for additional information regarding this RFQ must be received in writing by First 5 LA by 5:00 p.m. on **November 30, 2012**. 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, information requests, and RSVP’s to the Information Session can be submitted to:

Diana Careaga, M.P.H., Program Officer  
Program Development Department  
First 5 LA  
750 N. Alameda Street, Suite 300  
Los Angeles, CA 90012  
Phone: 213.482.7522  
E-mail: dcareaga@first5la.org
II. BACKGROUND

A. 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

B. First 5 LA’s FY 2009-2015 Strategic Plan

In June 2009, First 5 LA’s Board of Commissioners adopted a new strategic plan 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. In addition to a countywide approach that focuses on policy change, public education, workforce development and other strategies, the strategic plan 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 that the role of safe and supportive neighborhoods is just as important to a young child’s quality of life as supportive and informed parents and caregivers.

This combined place-based and countywide approach allows the Commission to concentrate its limited resources in areas of high need and to sustain those efforts over time. The strategic plan 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.
In the Strategic Plan, the Commission identified a pathway for our investments that leads to our desired outcomes for children, families and communities in our four goal areas.

The Place-Based Approach, *Best Start*

The First 5 LA commissioners’ place-based approach focuses on the *places* where families live — combining efforts 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. By June, each community partnership will have submitted proposals to the First 5 LA commissioners for...
future investments. These can include building safe parks, providing early childhood education programs or supporting other strategies that achieve *Best Start’s* primary goals that children in each community grow up safe, healthy and ready to learn.

To learn more about *Best Start*, visit [www.beststartla.org](http://www.beststartla.org).

**Countywide Approach**

The strategic plan also outlines 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, strategic plan investments can have a widespread impact on children across the county, while, at the same time, helping to 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 — close-to-the-ground, culturally competent, community-based and resident-driven models for strengthening families, 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. For example, First 5 LA is launching nearly two dozen commissioner-developed investments in areas such as autism identification and service referrals; early child care and education workforce development; nutrition and physical activity programs for families and 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. PROJECT OVERVIEW: FAMILY STRENGTHENING STRATEGIES**

Providing families access to high quality interventions is an essential component to improving child and family outcomes. To that end, First 5 LA’s strategic plan calls for a continuum of direct services that begin at pregnancy and continue through the child’s first five years for the purpose of strengthening families and maximizing child development. The strategic plan’s place-based approach therefore includes the Family Strengthening strategies. These strategies are designed to impact the most fundamental influence on the lives of young children: their families. Stable, safe and reliable relationships with adults and caregivers are a critical factor in children’s optimal development and well-being. These strategies present a valuable opportunity to build relationships and trust with families so that parents have the opportunity to receive relevant information about their role as the primary caregiver in their children’s lives and connect to other services available to them in their community. The family strengthening strategies consist of services to be provided directly to families with home visitation as a centerpiece for the provision of parent engagement, education, and support.
The Family Strengthening strategy begins with engaging families through a program known as Welcome Baby. Welcome Baby is designed to serve as an outreach to families at strategic points in time during pregnancy, birth, and postnatally. Welcome Baby provides some primary health promotion information and parenting education invites and welcome families into an array of services and supports in their community. In addition, families receive helpful information and support during each visit on topics such as breastfeeding, home safety, the importance of establishing a medical home, well-child visits and immunizations, smoking cessation, crying patterns, parent-to-child temperament, and post-partum depression.

First 5 LA’s strategic plan also includes a systematic and universal strategy countywide to support all new parents at the birth of their child. This strategy includes the application of a universal screening to be conducted with all parents upon the birth of their newborns at identified birthing hospitals. The universal screening tool is part of the Welcome Baby hospital visit. Families identified as needing more support and services through the universal screening at the hospital visit will receive additional home visits.

All families delivering at participating hospitals, regardless of place of residence, will receive a Welcome Baby hospital visit at the time of their baby’s birth. Families residing within and out of the Best Start Communities will benefit in different ways from Welcome Baby. Families residing within a Best Start Community will be eligible for up to nine Welcome Baby engagement points: three times prenatally, once at the hospital, and five times after the baby’s birth. Although it is anticipated that Welcome Baby will be sufficient to support the majority of pregnant women and new parents in these communities, a significant proportion of parents (perhaps 30% or more of those assessed) will need more intensive support. Best Start families facing significant challenges will be able to successfully engage and benefit from voluntary, intensive home visitation. Each Best Start Community will be responsible for assessing existing resources, community strengths and needs, and selecting a minimum of one of the following, more intensive, Commission-Approved Select Home Visitation Program Models for implementation in their community:

- Healthy Families America
- Parents as Teachers
- SafeCare
- Triple P

Once implemented, this Select Home Visitation Program will be the primary service referral for those families identified as having a greater risk for poor child outcomes. Although other, less intensive, parent education and support services may be available in the community, the goal should be to develop a sufficient network of high quality evidence based models to serve as the primary resource for high risk pregnant women and new parents. Families living outside the Best Start communities and facing serious challenges in caring for their newborn due to such factors as lack of familial or social supports or limited knowledge on infant care and development will receive up to 3 postpartum home visits, as needed.
IV. STATEMENT OF WORK

The Family Strengthening Oversight Entity will be expected to oversee and support the standardization of the Welcome Baby program to ensure adherence to program fidelity by the Welcome Baby sites across the county. The Oversight Entity will also provide technical assistance and support to the Select Home Visitation providers, and support efforts to develop referral pathways between Welcome Baby and Select Home Visitation providers, as well as other existing home visitation programs in each Best Start Community. This will require ongoing communication with providers in each Best Start community on a consistent and regular basis. It is expected that each Best Start community may have multiple providers, including more than one participating hospital and multiple community based organizations or entities implementing Welcome Baby and/or the Select Home Visitation Program.

The Los Angeles County Department of Public Health is also in the process of developing a Prenatal and Early Childhood Home Visitation Consortium to further countywide efforts to improve the efficiency of service delivery to families. This Consortium aims to work collaboratively to develop policy that instills high quality practice standards and coordinates referral processes among existing and new perinatal in-home support programs. The Oversight Entity will be expected to collaborate and participate in this Consortium, integrating efforts where applicable and appropriate.

The major functions of the Oversight Entity include:

- Supporting implementation of the Welcome Baby program with quality and fidelity to the model by:
  - Coordinating the Welcome Baby Program Trainings for Welcome Baby providers in the most efficient and resourceful manner to best meet the training needs across sites (training includes home visitors, supervisors, nurses and hospital liaisons) and maximize cost savings. It is expected that most sites will use a tiered hiring approach, hiring additional teams as their capacity increases, and that trainings will be required periodically each fiscal year (please see Appendix I for a summary of the Welcome Baby Program Training topics);
  - Offering initial in service/professional development opportunities for home visitors and supervisors regarding best practice elements for hospitals and community-based sites;
  - Providing ongoing technical assistance on model content and protocols to Welcome Baby providers, including hospitals and community-based agencies or entities conducting the universal screening and delivering Welcome Baby services prenatally and postnatally;
  - Supporting the efforts of each Best Start Community in the development of their local home visitation network and referral pathways between Welcome Baby, the Select Home Visitation program, and other local, existing home visitation programs and services to best meet the needs of parents. This task will include coordination with the Prenatal and Early Childhood Home Visitation Consortium who will take a leadership role in establishing countywide referral pathways;
o Assisting Best Start Communities in coordinating activities among all Welcome Baby providers serving the same Best Start Community including birthing hospitals, pre-natal clinics, other medical providers and community-based organizations or entities; and

o Maintaining time sensitive and open communication channels between Welcome Baby service providers and First 5 LA staff.

• Supporting Select Home Visitation programs’ implementation with quality and fidelity to their respective model by:
  o Facilitating communication between Select Home Visitation providers delivering the same Select Home Visitation model and with the respective model’s national offices;

  o Supporting activities and the development of a referral pathway among Welcome Baby service providers and Select Home Visitation providers within each of the Best Start communities, in partnership with the Prenatal and Early Childhood Home Visitation Consortium;

  o Providing technical assistance to Select Home Visitation providers during their affiliation process with the national office and additional training and technical assistance as needed to ensure ongoing program quality and model fidelity;

  o Supporting and ensuring Select Home Visitation provider’s adherence to program fidelity by the standards of the national office; and

  o Maintaining time sensitive and open communication channels between Select Home Visitation providers and First 5 LA staff.

• Providing technical assistance support for Welcome Baby and Select Home Visitation providers’ data management information system by:
  o Working with First 5 LA to support the on-going development of the data management information system;

  o Ensuring Welcome Baby and Select Home Visitation providers enter participant characteristics and program outcomes data in a timely and accurate manner;

  o Providing training for Welcome Baby and Select Home Visitation providers on using and managing the database and technical assistance as necessary;

  o Coordinating First 5 LA’s and specific Select Home Visitation programs’ data collection requirements;

  o Supporting First 5 LA’s sustainability efforts such as piloting and expanding Medi-Cal Administrative Activities (MAA) reimbursement for Welcome Baby activities and Targeted Case Management (TCM) reimbursement for Select Home Visitation; and
Using data from the database management information system, generate quarterly reports for First 5 LA with cumulative data for all Welcome Baby sites including but not limited to the number of families offered Welcome Baby services; the number of families assessed prenatally or at birth; the number of families accepting additional Welcome Baby services and the number of home visits provided; the number of families offered Select Home Visitation services; the number of families accepting these services; and aggregate data collected through the application of the universal screening tool.

- **Facilitating cross-site peer learning and information exchanges across Welcome Baby and Select Home Visitation providers by:**
  - Conducting quarterly meetings or webinars for Welcome Baby and Select Home Visitation providers;
  - Establishing small group peer learning opportunities for subgroups of providers engaged in similar activities (e.g., hospitals conducting the universal screening; community-based organizations or entities providing the same Select Home Visitation programs; Welcome Baby community-based providers) to address common challenges or identify emerging best practices; and
  - Holding an annual one-day conference to assist Welcome Baby providers and First 5 LA staff collectively reflect program progress and challenges.

- **Coordinating with First 5 LA to support communication and messaging efforts by:**
  - Ensuring consistent messaging across sites and support marketing needs by all Welcome Baby and Select Home Visitation providers;
  - Assisting in assessing the effectiveness of Welcome Baby program participation incentives;
  - Supporting the provision and distribution of program participation incentives and marketing materials across Welcome Baby sites; and
  - Participating, as appropriate, in other collaboratives in the county which focus on the provision of services to children 0-5 and their families.

V. **ELIGIBILITY**

The Family Strengthening Oversight Entity must meet the qualifications, and have the experience and competency to successfully complete all requirements and deliverables identified in this RFQ. To be eligible for funding, applicants must:

- Demonstrate status as a nonprofit organization with tax-exempt status under Section 501(c)(3) of the Internal Revenue Code, including but not limited to community-based agencies or collaboratives. Agencies applying as part of a collaborative must identify a lead agency;
- Be in good standing with existing or previous First 5 LA grants and contracts;
- Have or be able to establish a presence and/or office in LA County;
• Have a demonstrated record of supporting collaborative efforts between and across sites in LA County;
• Have the capacity to manage the overall administration and coordination of Welcome Baby and Select Home Visitation providers’ activities across LA County; and
• Have the capacity to adhere to all requirements set forth in this RFQ.

VI. SUMMARY OF DESIRED QUALIFICATIONS

Applicants must have the qualifications, experience, and ability to successfully carry out the oversight and support of the Welcome Baby and Select Home Visitation providers. As such, First 5 LA expects the applicant to have:
• Past or present experience in coordinating and facilitating collaborative efforts at a regional or countywide level;
• Familiarity with home visitation services and programs;
• Experience in working with programs that require adherence to specific protocols and service components;
• In-depth familiarity in working within hospital structures, including familiarity in working with executive and clinical staff and the introduction of new programs within hospital settings;
• Experience in working with local medical providers including clinics, hospitals and OBGYN physicians and pediatricians;
• Demonstrated capacity to establish in-depth relationships with hospitals and community-based organizations or entities providing Welcome Baby or Select Home Visitation services;
• The capacity to organize and oversee the Welcome Baby Program Model training and ensure all staff providing Welcome Baby services attend and successfully complete all training required by First 5 LA;
• Experience in coordinating and facilitating training series and professional development opportunities for participants from across multiple sites;
• Experience in providing technical assistance in program planning and management, and standardized program implementation;
• The ability to support the on-going development of First 5 LA’s data management information system for Welcome Baby and Select Home Visitation providers, and providing technical assistance and training for data base users;
• Experience in supporting marketing and communication efforts;
• Experience in supporting the development of referral pathways between service providers;
• Demonstrated experience providing fiscal and programmatic oversight;
• The ability to maintain program records, monitor and report program progress and results, and conduct program evaluation;
• Ability to comply with the legal requirements of the Health Insurance Portability and Accountability Act of 1996 (“HIPAA”), particularly as it relates to:
  o Collecting personal information;
  o Using and disclosing information about families who are program clients; and
  o Having written policies in place to deal with issues such as confidentiality.
Demonstrated fiscal accountability and program capacity;
The ability to access an interactive web-based data system and provide technical support to providers to ensure proper data collection and use of the database. As such, applicant will be required to have the following technological capabilities:
- Hardware: Intel or AMD dual core processor or better with 2GB RAM or better
- Operating System: Windows Vista or later
- Internet Connection: Broadband recommended
- Browser: Internet Explorer 7.0 or later, Mozilla Firefox 12 or later recommended, JavaScript must be enabled

Applicants that meet initial eligibility criteria (See VIII. SELECTION PROCESS AND REVIEW CRITERIA) may be invited for an in-person interview with First 5 LA staff.

VII. TERMS OF PROJECT

Available Funding
The contractor will be compensated based upon the approved budget developed during the contracting period. Funding for this project is not to exceed $1,600,000 for 15-months commencing on April 1, 2013 and ending on June 30, 2014 for the Family Strengthening Oversight Entity contract. Renewal of the contract will be subject to annual review. The Scope of Work and Budget for the first 15 months and thereafter will be finalized upon successful negotiation between the selected applicant and First 5 LA for a specific contract period.

Project Budget Assumptions
As the Oversight Entity is responsible for overseeing marketing materials, the $1,600,000 includes an amount not to exceed $280,000 to be allocated to printing marketing materials and purchasing of program incentives for Welcome Baby sites.

During FY 2012-2013, an external consultant will be responsible for coordinating and leading the Welcome Baby Program Model trainings on a regional basis. However, the Oversight Entity will commence responsibility of overseeing and coordinating the trainings during FY 2013-2014. It is expected that at minimum, one Welcome Baby Program Model training will be required on a quarterly basis for FY 2013-2014. Each training should have $55,000 allocated for expenses.

Project Period
The contract (including scope of work, budget and budget justification) will be approved annually by First 5 LA and will cover the costs for personnel and needed materials and supplies to conduct the hospital and pre- and post-natal engagement points.

First 5 LA operates on a fiscal-year zero-based budgeting cycle. Contracts will be renewed annually subject to First 5 LA Board of Commissioners’ approval.

Contractual Obligation
The selected applicant will be required to adhere to all contractual obligations as outlined in this document, including First 5 LA’s Contract (see Sample Contract). 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.

VIII. PROPOSAL CONTENT

First 5 LA requires submission of proposals using First 5 LA's online system accessed from First 5 LA's website at www.first5la/Funding-Center. Carefully review the following requirements for proposal content.

In order to respond to this RFQ, applicants are required to submit the following materials to First 5 LA no later than 5:00 p.m. on December 19, 2012. Applications received after this deadline will not be considered.

The proposal, including all required attachments, must be submitted online at www.first5la/Funding-Center. In addition to the electronic version of the Proposal Package Checklist, Signature Authorization and Agency Litigation Forms, please mail an original of the Cover Letter and these three signed forms to:
Craig A. Steele, Interim Chief Executive Officer
First 5 LA
750 N. Alameda Street, Suite 300
Los Angeles, CA 90012
Attention: Oversight Entity RFQ

Required Submission:

1. Online Application Form: This online form is accessible from the Applicant website and must be completed to submit a proposal. Enter the Executive Director’s name, address, and other requested information.

2. Application Checklist (see Appendix A): Submit one original form signed in blue ink.

3. Cover Letter: Introduce the applicant, clearly providing the name, address, telephone number, e-mail address, date and stating the letter and materials provided are in response to the Family Strengthening Oversight Entity RFQ.

4. Proposal Narrative (maximum 20 pages double-spaced): Please provide a narrative outlining the applicant’s relevant qualifications and experience and plan for the programmatic oversight of the project. The proposal narrative should be as detailed as possible, including strategies and relevant experience. The applicant should describe the proposed process to complete the functions outlined above in Section IV Statement of Work and any additional tasks the applicant would add or omit based upon actual experience. Please note the project specified in this RFQ will involve substantial work and coordination, and a key consideration in reviewing proposals will be the applicant’s technical and workforce capacity. The applicant’s will be reviewed according to the review criteria outlined in the Review Tool (see Appendix I).

The Proposal Narrative must be uploaded in a Word or PDF document using the online proposal system on the Applicant website. No hard copies of the Proposal
Narrative or electronic copies received via email will be accepted. Please refer to Section VIII for an outline of the review criteria that will be used in scoring this narrative.

The narrative must describe the following:

**Applicant Background, Expertise and Experience (maximum 8 pages):**
- A brief overview of the agency, any proposed partners, and proposed roles and responsibilities of key staff for this contract.
- General and project specific qualifications, competency, experience, and capacity to successfully provide project oversight.
- Discussion of your experience working in Los Angeles County.
- Examples of the types of contracts you have previously entered into, including the name and type of contracting entity, location of the work, purpose of the work, and general types of services provided.
- Discussion of your experience and familiarity working within hospital structures, including with executive and clinical staff, and the introduction of new programs within hospital settings.
- Discussion of your experience working with home visitation programs serving families prenatally and with children 0-5.
- Discussion of your experience working with programs with established protocols and procedures.
- Description of your experience working in partnership with hospitals and community-based organizations or entities across multiple sites and description of role and responsibilities.
- A statement of your experience coordinating trainings, providing technical assistance, and developing peer-learning opportunities for multiple project sites.
- Summary of your experience working with marketing and communication efforts, evaluation, and providing database support.

**Project Implementation (maximum 12 pages):**
- Description of proposed strategies for overseeing the implementation of Welcome Baby and the Select Home Visitation Program Models, including your approach to:
  - Provide training and professional development on the Welcome Baby Program Model;
  - Ensure standardized implementation across sites;
  - Assist in developing local referral pathways;
  - Develop cross-site learning opportunities;
  - Support and coordinate marketing and communication efforts; and
  - Support, training and technical assistance for database use.

**5. Proposed Budget and Budget Narrative over the 15-month contract period:** Using the attached budget worksheet (Appendix B), provide a budget that details the expenses for the proposed project and a budget narrative justifying all costs included in the budget worksheet. The Budget Narrative should include a brief description and rationale of each line item identified in
each section of the budget worksheet. Payments will be made based on monthly invoices submitted for expenses incurred. Please include a Budget for April 2013 - June 2014 for an amount not to exceed $1,600,000.

6. **Scope of Work:**
Using the attached Scope of Work template (Appendix C), list the objectives, deliverables, and sequence of tasks and/or activities to be completed for the proposed project, including a project timeline. Please include a Scope of Work for April 2013 – June 2014.

Before completing the template, please review the Scope of Work Instructions.

7. **Resume or Curriculum Vitae for Applicant(s):** Provide a detailed professional resume for each key staff person expected to work on this project, outlining all relevant work history, educational attainment, publications, prior research projects, etc.

8. **Letter(s) of Intent or Memo(s) of Understanding:** Obtain and submit for all collaborative partners and/or sub-contractors. Document must specify proposed responsibilities of and between each of the partners and/or sub-contractors.

9. **References and/or Letters of Support (maximum of 4):** Provide letters of support from organizations, governments, and other stakeholders. Each reference should include name, company, address, phone number, email, length of time known, and a short statement about your relationship. In addition, written statements from each reference may be included. First 5 LA must be able to contact at least two (2) of the references provided by the applicant. If two (2) references cannot be reached within a timely manner (no more than three attempts, no longer than one week), First 5 LA may deem the applicant ineligible for this opportunity.

**Additional Required Attachments:**

1. **Agency Involvement in Litigation and/or Contract Compliance Difficulties (Appendix D):** Read the information in the required Agency Involvement in Litigation and/or Contract Compliance Difficulties form thoroughly. An unsigned form or its omission will constitute an incomplete application and will be grounds for disqualification. Applicants must submit one original form signed in blue ink.

2. **Signature Authorization Form (Appendix E):** Submit this form 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.

3. **Audited Financial Statements.** The applicant must include the most recent independent financial audit.

4. **IRS Letter of Determination**

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

6. **Articles of Incorporation**
IX. SELECTION PROCESS AND REVIEW CRITERIA

Selection Process
First 5 LA will award a contract to the applicant that best demonstrates the expertise and qualifications outlined in the RFQ. The review process is outlined below. Proposals with omissions of any required documentation are subject to disqualification. Please note that proposal reviewers at all levels are required to sign Conflict of Interest Forms, prior to their review.

1. **Review for Completeness** – First 5 LA staff will evaluate all applications for completeness and minimum qualifications. Basic requirements include: timely receipt of application, inclusion of all appropriate attachments, etc. Applications with omissions of any required documentation are subject to disqualification. Applicants may use the Application Checklist as an aid in preparing the application.

2. **External Review Process** – After initial review, a minimum of three (3) external reviewers with expertise in the field will be recruited to score applications. Review tools are strictly adhered to by external reviewers to mitigate the potential of bias. In accordance with First 5 LA’s policy, external reviewers sign a conflict-of-interest form. Please refer to the Review Tool that the external reviewers will use to assess proposals in Appendix I- Review Tools.

3. **Project Budget Review** – Project budgets will be reviewed for thoroughness, cost effectiveness, and appropriateness based on the proposed activities and timeline.

4. **Financial Review** – As a public entity, First 5 LA has a responsibility to the public to ensure that the organizations selected are financially stable to provide services. Applicants will be reviewed to assess fiscal health in relationship to their capacity to implement the proposed project and manage the proposed budget. Further written materials regarding the financial stability of the agency may be requested by our finance department prior to the interview.

5. **Interview** – Staff will conduct interviews for selected proposal applicants to gain additional knowledge regarding the applicant’s experience, capacity to engage in the proposed project, and/or to answer questions that may arise during programmatic or financial review. 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. An interview is not a guarantee of funding approval.

6. **Funding Announcement** – All applicants will be notified in writing of the status of their submitted proposal. Contract negotiations will be conducted...
with the approved awardee. Execution of the contract will be based upon successful contract negotiation.

**Feedback Process** – Proposal applicants who are declined may receive feedback if requested. Further details regarding the feedback process will be provided following the proposal review. First 5 LA reserves the right, without prejudice, to reject any or all submitted qualifications.

**Review Criteria**
First 5 LA will award a contract to the applicant with the expertise and qualifications as outlined in this Review Criteria. Qualifications will be evaluated from a technical standpoint based on the applicant’s proven ability in their area of expertise as described in the criteria defined below. (See Appendix I for the complete Review Tool.)

**Applicant’s Skills, Knowledge and Expertise**
The applicant’s proposal should demonstrate the skill, knowledge, and experience to carry out the activities and responsibilities described for the Family Strengthening Oversight Entity. Additionally, this section should demonstrate the technical skills and capacity to successfully execute the scope of services, including the following:

- Experience in coordinating and facilitating collaborative efforts across multiple sites.
- Experience in working with home visitation programs, including programs requiring standardized implementation protocols
- Experience in working with hospitals and community-based organizations or entities in establishing and implementing new programs that serve families prenatally or with children 0-5
- Experience in the areas of program planning and implementation, marketing and communication, and provision of technical assistance.
- The ability to support utilization of an interactive web-based data system, provide technical assistance and training, and support further database development.

**Project Implementation**
The proposal should demonstrate the applicant’s proposed approach to implement and oversee the activities described for the Family Strengthening Oversight Entity. This section should demonstrate the proposed plan to oversee the Project effectively, including the following:

- The design of the project’s implementation, including management structure.
- Qualified staff and a sound staffing plan able to support the Project’s activities
- Experience in overseeing training series with cost-effective strategies.
- Ability to support standardized implementation of home visitation programs and cross-site learning, and provide technical assistance.

**Budget**
Applicants must submit budgets that are in line with common business practices. The budget, projected budget summary for the 15-month contract period, and budget narrative should reflect the following:
• Overall appropriateness and cost-effectiveness of the proposal budget. The budget narrative should convey costs appropriately.
• A total budget that does not exceed $1,600,000 for fifteen months (April 1, 2013-June 30, 2014).

First 5 LA reserves the right, without prejudice, to reject any or all submitted applications.

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

D. The COMMISSION may, at its sole discretion, reject any or all submissions in response to this RFQ. 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, résumés and/or curriculum vita, including attached materials, submitted in response to this RFQ shall become property of the COMMISSION and subject to public disclosure.

E. 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.

F. 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.

G. 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).

H. 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.

I. 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.

J. 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.

K. 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:

L. Agency Involvement in Litigation and/or Contract Compliance Difficulties Form
M. By-laws (if applicable)
N. Articles of Incorporation (if applicable)
O. Board of Directors or List of Partners (as applicable)
P. Signature Authorization Form
Q. Annual Independent Audit for prior fiscal year or calendar year (if applicable)
R. Appropriate business licenses (for vendors or private organizations)
S. IRS Letter of Determination (if applicable)
T. Completed IRS Form W-9
U. Memorandums of Understanding (for any sub-contractors, collaborators, and/or partners listed under Contracted Services and Evaluation sections of Exhibit B – Budget Forms)
V. Certificates of Insurance for all insurance requirements outlined in the contract.

W. 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).

X. 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.
Y. 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 CEO within ten (10) business days following the date the notification of decision is made by First 5 LA. For more information, please see First 5 LA’s Appeals Policy.

XI. APPLICATION SUBMISSION PROCESS

Applicants are required to submit one application in the following manner:

- All documents listed on the Application Checklist (Appendix A) should be uploaded with the online application at http://www.first5la.org.
- All forms that require signatures must be signed in blue ink. Signature stamps are not acceptable. Please submit one (1) original and signed copy of First 5 LA’s “Application Checklist”, “Signature Authorization” and “Agency Involvement in Litigation and/or Contract Compliance Difficulties” forms sent or delivered to First 5 LA on or before the submission deadline.
- All supporting materials must include the name of the applicant.

Please register early online in order to become familiar with the system. It is highly recommended that after submitting your proposal you print a “printer-friendly version” of the online proposal form and review it carefully prior to submission. The printed version should be kept for your records, and will include a list of the proposal components that were attached. If the attachment is not listed, it was not successfully submitted.

If you experience any technical difficulties with submission of the proposal, you should first check this page http://www.first5la.org/Online-Application-Help or email Online_Application@first5la.org if your issue is not resolved. First 5 LA is not responsible for delays due to computer malfunction. Late proposals due to technical difficulties of the applicant will be considered late and will be ineligible for review. Please allow additional time to account for unexpected delays.

Applications must be submitted online at www.first5la.org/FundingCenter. Applicants must also submit the Application Checklist, one (1) original signed copy of the application cover letter, the First 5 LA “Signature Authorization,” and “Agency Involvement in Litigation and/or Contract Compliance Difficulties” forms to:

Craig A. Steele, Interim Chief Executive Officer  
First 5 LA  
750 North Alameda Street, Suite 300  
Los Angeles, CA 90012  
Attention: Family Strengthening Oversight Entity