# TABLE OF CONTENTS

**Part 1: Background** ............................................................................................................... 1  
A. First 5 LA .................................................................................................................. 1  
B. Prenatal through Three (P-3) Focus Area .............................................................. 1  
   1. Overview  
   2. Goals  
C. P-3 Workforce Development Building Block ...................................................... 2  

**Part 2: Requirements, Timeline, and Deliverables** .................................................. 5  
A. Purpose .................................................................................................................... 5  
B. Project Requirements .................................................. 5  
C. Suggested Scope of Work (SOW) ........................................................................ 5  
D. Initiative Timeline .................................................................................................. 13  
E. Deliverables ............................................................................................................. 14  

**Part 3: Qualifications, Expectations and Eligibility** .............................................. 15  
A. Required Qualifications .................................................................................... 15  
B. Expectations ........................................................................................................... 16  
C. Eligibility ............................................................................................................... 17  

**Part 4: Content of the Narrative** ................................................................................. 19  
A. Application Cover Sheet ......................................................................................... 19  
B. Description of Organizational Qualifications ....................................................... 19  
C. Description of Team Member Qualifications ....................................................... 19  
D. Project Management .............................................................................................. 19  
E. Proposed Approach ................................................................................................ 20  
F. Required Attachments ............................................................................................. 20  
   1. Staff Resumes  
   2. Memorandum of Understanding  
   3. Previous Experience  
   4. Scope of Work  
   5. Agency Involvement in Litigation  
   6. Certification and Assurances  
   7. Budget Forms  

**Part 5: Preparation and Submission Guidelines** .................................................... 22  
A. Preparation Guidelines ......................................................................................... 22  
B. Submission Guidelines .......................................................................................... 22  
C. Electronic Submission Guidelines ........................................................................ 22  
D. Checklist .................................................................................................................. 23  

**Part 6: Review Process and Criteria** ........................................................................... 25  
A. Application Timeline .............................................................................................. 25  
B. Review Process ......................................................................................................... 25  
C. Review Criteria ........................................................................................................ 25  

**Part 7: Contractual Considerations** ............................................................................ 27
Part 8: Appendices .......................................................................................................................... 29
Appendix A: Application Cover Sheet
Appendix B: Memorandum of Understanding
Appendix C: Previous Client Form
Appendix D: Scope of Work Instructions
Appendix E: Scope of Work Form
Appendix F: Agency Involvement in Litigation
Appendix G: Sample Contract
Appendix H: Budget Forms and Instructions
Appendix I: Authorized Signature Form
BACKGROUND

A. FIRST 5 LA


Of the funds collected, twenty (20) percent is allocated to the State Proposition 10 Commission and eighty (80) percent is distributed to the county Commissions based on each county’s number of live births. Based on approximately 150,000 live births per year, Los Angeles County receives approximately 31% of the total tax distributed to county Proposition 10 Commissions. Los Angeles County residents receive the benefits of these funds through increased and improved services and programs for expectant parents, children from the prenatal stage up to age five, and their families. Created to convey the overall purpose of the organization charged with distributing the Prop. 10 tobacco tax funds, the name First 5 LA signifies the importance of the first five years of life, the period of time during which a child's brain develops most dramatically. The First 5 LA name replaced the previous name of Los Angeles County Children and Families First - Proposition 10 Commission. The First 5 LA vision and mission are presented below:

Vision Statement: First 5 LA is committed to creating a future throughout Los Angeles’ diverse communities where all young children are born healthy and raised in a loving and nurturing environment so that they grow up healthy, are eager to learn and reach their full potential.

Mission Statement: Our mission, from July 1, 2004 until June 30, 2009, is to make significant and measurable progress towards our vision by increasing the number of children from the prenatal stage through age five who are physically and emotionally healthy, safe and ready to learn.

B. PRENATAL THROUGH THREE (P-3) FOCUS AREA

1. Focus Area Overview

First 5 LA's Next Five Strategic Plan for 2004-2009 outlines three goal areas for the Commission to focus its work including: 1) Early Learning; 2) Health and 3) Safe
Children and Families. These First 5 LA goals are in support of all children ages zero to five. In order to better improve on the developmental outcomes in the earliest years of life, the Commission also decided to establish a Prenatal through Three focus area.

The vision of the Prenatal through Three Focus Area is to optimize the early development of children in Los Angeles County from the prenatal stage through age three. The purpose of the Prenatal through Three Focus Area is to increase the number of children who achieve appropriate social, emotional, cognitive, language, physical and motor developmental milestones to the best of their potential.

In November 2003, the Commission approved $105 million dollars for the development of the Prenatal through Three Focus Area Investment. In February 2005, the Commission approved the Implementation Plan outlining investments across four components: 1) Data, 2) Direct Services, 3) Capacity Strengthening and 4) Policy. Per Commission direction, these four components have been integrated into a cross-cutting approach to optimize the development of young children from the pregnancy stage through age three. In November 2005, the Commission approved an additional allocation of $20 million dollars raising the total focus area funding to $125 million. At the same time, the Commission approved its Revised Programmatic and Fiscal Policies of the Next Five Strategic Plan. These revised policies have increased the Commission's emphasis on the prenatal through three population, influencing the allocations for the Capacity Building, Systems Improvement, Data and Policy investments, as well as other initiatives. Further, these new policies direct First 5 LA toward a Place-Based evaluation strategy, for which the P-3 concept is well-designed. In May 2006, the Commission approved the two-pronged Baby Zone (Demonstration Community) and Policy Agenda approach. This two-pronged approach integrates the four components, while outlining both countywide and place-based strategies for investment in the desired results and outcomes for this population. Ongoing design of the focus area has been informed by commissioner liaisons, work with key experts in LA County, as well as feedback from attendees and commissioners at Joint Planning Committee meetings. In designing the focus area approach workforce development was identified as a necessary area of capacity strengthening to address in order to achieve the focus area’s desired results.

C. P-3 WORKFORCE DEVELOPMENT BUILDING BLOCK

In order for P-3 strategies to be effective, First 5 LA will work with community stakeholders to strengthen their capacity to implement the focus area’s desired results. Capacity strengthening “Building Blocks” are the foundation for transforming the environments that impact early child development. First 5 LA recognizes the efforts currently in place in these areas and seeks to partner and fill in gaps communities may currently be experiencing. Capacity strengthening activities will increase stakeholders’ ability to create and sustain pregnancy-, baby- and toddler-friendly environments. These Building Blocks include: 1) Data Infrastructure, 2) Volunteer, Leadership and Organizational Development, 3) Leveraging and Partnerships, 4) Building Public and Political Will, 5) Workforce
Development and 6) Training and Technical Assistance. The P-3 Workforce Development (WFD) Building Block will enhance and/or establish career pathways for the professions that work with the P-3 population as well as address systemic issues related to the P-3 workforce to ensure that P-3 outcomes can be eventually met on a countywide basis.

Recent neurodevelopmental and child and family development research have revealed a complex interplay of multiple influences on a child’s early development. These findings have been applied in developing some new program models, in limited program implementations and shared at conferences and trainings. However, specializations in treatment and support for the prenatal through three population are, in many cases, still in the formative stages. Most existing systems were not designed to care for or treat the unique needs of this population. There is a need to diffuse the significant innovations and knowledge that has come from P-3 research in recent years to the practitioners committed to this population.

To ensure that all those who contribute to the care and support of the P-3 population have the necessary knowledge and skills to meet children’s developmental needs three work groups will be formed to implement the strategies of the WFD component in the P-3 Focus Area. An independent agency will convene work groups that will develop a sustainable strategy for building community capacity to provide high quality care, education and services to the families of the P-3 Focus Area. The first workgroup (Work Group I), will consist of Los Angeles County leaders who are aware of existing guidelines for best practice and of current efforts to define practice parameters and core competencies for lay people, paraprofessional and professionals providing care and support for the P-3 population. This group will establish consensus regarding core competencies\(^1\) for promotion of healthy early development, prevention and intervention/treatment. The second workgroup (Work Group II) will use these competencies to develop training modules\(^2\) for community volunteers, paraprofessionals, professionals and other Demonstration Community affiliates. Work Group III will develop an implementation plan (work plan) to address the long-term sustainability of P-3 efforts. This group is intended to be an ongoing component of the P-3 Focus Area Demonstration Communities that will ensure the quality and sustainability of WFD. All work groups will address the need for training in early identification and referral.

The WFD strategies will also have a positive impact on the Demonstration Communities. Through the participation of professionals and paraprofessionals in the demonstration communities, the WFD building block increases the ability of those communities to achieve the P-3 outcomes effectively and sustain P-3 efforts for the long-term. WFD is a critical element in the scalability of P-3 countywide since the current workforce will not be able to meet the demand increased by the P-3 vision. WFD is systemic and central to long term P-3 sustainability since social and financial support

---

1. Since the establishment of competencies is not fully agreed upon in some domains, a single set of competencies may not be possible at this time; however, broad agreement of competencies that inform all aspects of P-3 care will be determined.
2. Training modules are not meant to replace existing resources but will organize and align training module recommendations with core competencies.
of the P-3 focus area will be heavily influenced by the quality of the workforce providing the services and the type of outcomes they achieve. Plans for the P-3 WFD approach have been discussed at several recent P-3 commissioner liaison meetings. Additionally, research of best practices has been completed, input has been provided by experts in the field, and community input has been provided at First 5 LA Joint Planning Committee Meetings (JPCM). On September 20, 2007, the First 5 LA Commission approved a disbursement of funds in the amount of $2,890,000 for the P-3 Workforce Development budget for five years.

D. OUTCOMES AND EVALUATION

The P-3 WFD Building Block seeks to contribute to the achievement of the following intermediate outcomes through the P-3 workforce:

- **Increased comprehensive resources** that are affordable, accessible, culturally and linguistically appropriate and high quality.

- **Increased understanding** of and responsiveness to developmental needs of children (family, providers, community)

- **Increased responsive, informed, high quality and integrated systems** of care for families with young children

- **Increased identification** of special needs and referral to appropriate care

It is important to note that the P-3 Focus Area outcomes will be achieved through multiple strategies within multiple components, in addition to ongoing efforts throughout the County. First 5 LA will measure its contribution to achieving these outcomes. The applicant, if selected, will need to meet with First LA Staff to finalize specific outcome measurements and benchmarks that will be included in the contract.


REQUIREMENTS, TIMELINE, AND DELIVERABLES

A. PURPOSE

The First 5 LA Commission is seeking a highly qualified organization or association (hereafter referred to as “the applicant”) to implement the P-3 WFD Building Block as described above and carry out the specific requirements outlined below.

Applicants must prepare a proposal that addresses each of the project requirements outlined below and how they will be performed if selected. Understanding these tasks as a guide, preference will be given to those applicants who possess the clearly demonstrated qualifications to complete each task. Applicants may also propose additional tasks as long as they are justified as integral to the implementation of the initiative design.

B. PROJECT REQUIREMENTS

First 5 LA is seeking a consultant to assist First 5 LA staff in developing and launching a comprehensive workforce development effort to support the long term continuation of investments made by First 5 LA through the Prenatal through Three focus area. This will be achieved by the following core objectives of this project:

1. Complete compendium of P-3 WFD best practices and core competencies for fields including health, mental health/social services and child care
2. Prepare and execute training models for the P-3 Demonstration Communities
3. Create linkages with other non-direct service workforce sectors that support P-3 outcomes
4. Initiate the P-3 WFD Sustainability/Leveraging Workgroup to support long term scalability and sustainability of the P-3 WFD model

The selected contractor should be prepared to work closely with First 5 LA staff to integrate the Workforce Development elements in this RFQ with the implementation of other P-3 efforts such as P-3 Sustainability.

C. SUGGESTED SCOPE OF WORK

The project requirements above will be completed through specific activities proposed by the applicant in a detailed Scope of Work (SOW). The following is a
suggested SOW based on the work of the P-3 Team. While some flexibility exists in preparing the SOW, all of the deliverables listed in Part 2, Section D (page 14) will be required.

Convener Preparation

The selected contractor will be required to organize and implement all meetings necessary to qualitatively produce the deliverables in Section D. Below is a sample framework for how this could be done. The applicant will need to submit a completed SOW that uses the elements listed below or that employs a modified or alternative method.

I. Develop work plan for the purpose of completing project deliverables.

*Elements could include...*

- Allocated resources
- Time Estimate for start up and convening
  - Work Group I
  - Work Group II
  - Work Group III
- Compile Compendium

II. Invite Participants to various work group convenings:

*Elements could include...*

a. Phone invitation followed by letter of agreement
   i. Compensation or incentive
   ii. Expectations – work plan, time frame, completed project
   iii. Disclosure of limitation (or not) of further participation in WFD efforts
b. Set schedule:
   i. Only one substitute
   ii. Specify number of meetings (1-2 meetings/month)
   iii. Between-meeting communication
c. Prepare Materials
   i. Workbook (or tool box) with Significant Research Findings, ERT Report, Current Standards and practice guidelines
   ii. Request for additional information from participants to be included in materials before first meeting.
   iii. First 5 LA staff to review and compile responses between each meeting and get to conveners

III. Convene Meetings:

*Elements could include...*

Set schedule for Work Groups I, II & III
Set method of communication with F5LA for support to members
IV. Manage Information Transfer between Work Groups in order to ensure the proper integration of work products.

*Elements could include...*
- Manages sharing of products between the various work groups
- Set up feedback system between groups to align and integrate work product
- Clearly define recommendations and implementation strategies

V. Define Deliverables Based on Work Group Objectives/Tasks

The following meeting guidelines are suggestions for covering topics related to the objectives outlined in the WFD Implementation Plan. Conveners and work groups will modify and create agendas based on their collective wisdom and estimations of time and scope of work.

**Work Group I – Core Competencies**

*Elements could include...*
- Establish consensus and align core competencies for P-3 WFD area
- Develop strategies to promote and support the competencies developed in primary sectors of care for P-3 population

**6 half day meetings** (This is an estimate based on tasks. Actual number of meetings may vary.)

*Meetings could include...*

**Meeting #1 Orientation**

a. Present Background of P-3 Focus Area
b. Present Logic Model with Outcomes and Building Blocks
c. Identify relationship between WFD Building Block and other P-3 Building Blocks
d. Identify Countywide Human Resources as convened in this group:
   - Who is here – who do they represent and what do they bring?
   - Who is missing?
   - Starting Points – Current Tool Box
   - What other information is needed?
   - What exists and can be gathered?
   - What is not available and must be developed or planned for?
e. Have discussion of current assets, opportunities, gaps and barriers
f. Begin developing compendium of resources
g. Prepare map of project
h. Create Final Product Description
i. Seek Participant feedback about direction and course of action
j. Identify action steps before next meeting

**Meeting #2 Current Foundations and Competencies**

a. Present overview (presentations) of current foundations for care and development
b. Develop guidelines for personnel preparation and training

c. Determine structure for competency “levels”

d. Answer questions: How much convergence? Feasibility of shared competencies?

e. Identify Opportunities and limitations of shared competencies

f. Identify action steps before next meeting – review core competencies for level 1 (and 2), comments on goodness of fit, feasibility. Consider issues of evaluation and accountability

Meeting # 3 Overlap of Competencies

a. Complete shared competencies

b. Clarify limitations and specific application of levels of learning

c. Identify policy issues

d. Define evaluation and accountability needs

e. Identify steps before next meeting - Review of revised core competencies – consider next level of competencies – are they set, in progress, available for review? Review training models, communicate recommended training models to be considered

Meeting # 4 Consensus on Competencies

a. Reach and report on consensus on core competencies and practice guidelines

b. Develop implementation plan for practice guidelines

c. Design local and county-wide application

d. Identify and elaborate on other efforts, investments – how to work strategically, synergistically and effectively.

e. Complete action steps before next meeting – overall training program implementation – how would it benefit your sector? Is there overlap? What is cross sector training?

Meeting # 5 – Promotion of Competencies

a. Develop strategy to promote and support the competencies in identified sectors of P-3 care.

   Health
   Early Childcare and Education
   Social Services
   Early Intervention
   Child and Family Environments

b. Create matrix of knowledge, skills, and experience for different sectors

c. Align with existing WFD and training guidelines for continuum 0-5 yrs old providers.

Meeting #6 – Matrix as a Guideline

a. Review matrix of competencies by sector and/or level

b. Recommend career development strategies to guide and support paraprofessional and professionals to achieve best practice standards in service.

---

3 May consider endorsement of multiple competency models
c. Review workgroup recommendations for Training Workgroup II and III.

**Work Group II Training**

_Elements could include..._

- Define opportunities and gaps in training and workforce development strategies
- Develop training modules based on core competencies

**10 – 12 Meetings (2 – 4 hours)**

_Meetings could include..._

**Meeting # 1 - Orientation**

a. Present background of P-3 Focus Area
b. Logic Model with Outcomes and Building Blocks
c. WFD Building Block in relationship to other Building Blocks and Demonstration Committees
d. Identify Countywide Human Resources as convened in this group:
   - Who is here – who do they represent and what do they bring?
   - Who is missing?
   - Starting Points – Current Tool Box
   - What other information is needed?
   - What exists and can be gathered?
   - What is not available and must be developed or planned for?
e. Have discussion of current assets, opportunities, gaps and barriers
f. Prepare map of project
g. Prepare Final Product Description
h. Seek participant feedback about direction and course of action
i. Identify action steps before next meeting

**Meeting # 2 - Review competencies**

a. Review endorsed competencies
b. Review matrix of competencies by sector
c. Research current resources – people, programs, grants
d. Determine barriers and gaps in provision of training and supervision
e. Identify action steps before next meeting

**Meeting # 3 – Complete Matrix**

a. Complete Matrix of training by sector from Workgroup I
b. Coordinate with other training plans
c. Plan Training Institute (consider launching training model that could be applied nationally)
d. Develop Cross Training Model and Infant-Toddler Specialist Network
e. Identify action steps before next meeting – assessment checklist and training logs

**Meeting # 4 – Self Assessment Checklist and P-3 Training Log**
a. Develop check list for meeting different levels of competence in P-3
b. Develop training log to record training and experience in P-3
c. Determine training modules needed for launch and demonstration communities
d. Explore resources for filling training gaps

**Meeting # 5 – Quality Rating System and Endorsement**

a. Develop program for endorsing existing high quality training
b. Develop method for referencing a P-3 Baby Registry
c. Discuss evaluation, accountability consensus
d. Address data collection

**Meeting # 6 – Integration with Other Programs**

a. Develop specific plans for implementation and integration into other programs including P-3 operational structure that will sustain training programs
b. Steps before next meeting – Review recommended training program
   Review of Career Pathways – opportunities and gaps.

c. Determine consensus on recommended training programs to be vetted in community
b. Prepare review of Career Pathways and development of recommended steps to develop pre-service preparation
c. Develop recommendations on policy issues and other issues that are not included in current program.
d. Identify action steps before next meeting – review current status and recommendations for career pathways – additions of other efforts that may provide leveraging opportunities

**Meeting # 7 - Recommendations for Training in Community**

a. Conduct review of community feedback on vetted recommendations
b. Make any revisions to recommendations
c. Set time lines for training
d. Determine priorities
e. Make policy recommendations
f. Identify action steps before next meeting - Review final report of recommendations for training program – Review Career Path recommendations as it relates to specific field

**Meeting # 8 – Continued Recommendations for Training**

a. Conduct review of community feedback on vetted recommendations
b. Make any revisions to recommendations
c. Set time lines for training
d. Determine priorities
e. Make policy recommendations
f. Identify action steps before next meeting - Review final report of recommendations for training program –
   Review Career Path recommendations as it relates to specific field

**Meeting # 9 – Interagency Collaboration – Recommendations for Work Group III**

a. Prepare final review of recommended practices
b. Discussion and reporting on interdisciplinary/interagency collaboration
c. Determine opportunities for collaboration in Demonstration Community efforts – leadership, feedback, etc.
d. Identify action steps before next meeting – final recommendations for career paths

**Meeting # 10 – Recommendations for WFD**
a. Prepare Completed Training Recommendations
c. Complete workgroup and contribution of participants
d. Dedicate a site for Baby Registry for information and links to practice guidelines
e. Prepare plan for next phase of WFD – Career Paths?

Meetings # 11 & # 12
a. WFD career paths
b. integration of recommended training.

Work Group III - Implementation, oversight and sustainability of P – 3 training and workforce development

Elements could include...
- Develop implementation and oversight plan for demonstration communities
- Establish Infant-Toddler Specialist Networks
- Develop evaluation program to monitor quality and accountability for programs supported by P-3 WFD efforts
- Recommendations for Career Path Development
- Develop and implement Diffusion Plan for P-3 WFD
- Integration with other P-3 sustainability and leveraging efforts including social enterprise

Meetings are on-going
Initial convening may develop in phases from initial implementation support group to local oversight and sustainability groups

Initial meeting agendas/activities to meet the deliverables of Work Group III may include:

- Orientation
- Work Plan
- Leadership training
- Connection to P-3 Training and Technical Assistance Building Block
- Time frame for implementation for Work Group II recommendations
- Recruitment from local community
- Recruitment strategies for culturally representative personnel
- P-3 Baby Registry – upkeep
- Initiation of Infant-Toddler Specialist Networks
- Guidelines and support for interagency and interdisciplinary collaboration and innovation
- System of Quality Assurance (e.g. STEPS)
- Evaluation of Training Modules
- Support for other training programs
- System for integrating with other training programs in county
- Resolution of barriers and problem solving for easy access to resources
• Career Path Development recommendations and support through training opportunities
• Linkages to other non-direct service sectors such as urban planners, libraries, public health, playground and child space planners and architects
C. TIMELINE

P-3 WFD Initial Timeline
Friday, October 05, 2007

9/21/2007

WFD Workgroup I Initiated
January 2008

WFD Workgroup II Initiated
April 2008

WFD Workgroup III Initiated
March 2008

- Support of existing initiatives
- County wide implementation plan
- Infant-Toddler Specialist Networks
- Public investment
- Interagency and interdisciplinary collaboration at the macro level
- Career Path Development/conversations with universities

March 2008 - December 2008
Demonstration Community 1

December 2008 - June 2009
Demonstration Communities 2-5

Core competencies will be selected from the three sectors

- Develop training program for implementing core competencies at different levels of care and family engagement
- Quality Rating System

6/30/2009
D. PROJECT DELIVERABLES

Regardless of the whether the Suggested Scope of Work is used or an alternative is proposed, the selected applicant will be responsible for the following deliverables:

- Compendium of Core Competencies
- Materials for Workgroup I
- Compendium of Resources (Workgroup I)
- Project Map for Workgroup I
- Guidelines for Personnel Preparation and Training
- Promotion Strategy for Core Competencies
- Matrix of Knowledge, Skills and Experience for Different Sectors
- Career Development Strategies
- Training Modules Based on Core Competencies
- Project Map for Workgroup II
- Matrix of Training by Sector from Workgroup I
- Program for Endorsing Existing High Quality Training
- Method for Referencing on Baby Registry
- Specific plans for implementation and integration into other programs including demonstration communities’ infrastructure that will sustain training programs
- Policy Recommendations
- Completed Training Recommendations
- Site on Baby Registry for information and links to practice guidelines
- WFD implementation and oversight plan for demonstration communities
- Establish Infant-Toddler Specialist Networks
- Alignment and integration of P-3 WFD efforts with overall evaluation process for the P-3 focus area
- Recommendations for Career Path Development
- Diffusion Plan for P-3 WFD including linkages to non-direct service sectors.

This is not intended as a complete list as there may be other required products determined in contract negotiations that will included in the final Scope of Work.
QUALIFICATIONS, EXPECTATIONS AND ELIGIBILITY

A. REQUIRED QUALIFICATIONS

The P-3 Workforce Development contractor is expected to have the following:

- Knowledge of innovation regarding early childhood, supports and services for families, with particular attention to children from the prenatal stage through age three and their primary caregivers
- Strong health services background, in particular, knowledge of Los Angeles County’s health systems
- Knowledge of other non-direct service sectors such as urban planners, librarians, public health, playground and child space planners and architects who could potentially impact the P-3 population
- Knowledge of Los Angeles County networks and systems pertaining to P-3 (e.g., DCFS, DMH, DPSS, etc.)
- An understanding of and ability to utilize diverse community, academic and medical perspectives in the development of strategies and priorities for developmental screening, assessment and referral activities
- Ability to communicate complex issues, stimulate creative thinking and negotiate differences
- Strong management and team building skills
- Ability to convene and facilitate diverse stakeholders, including (but not limited to) clinic staff, prenatal care providers, hospital staff, researchers, advocates and activists, and service recipients (e.g., children at risk for developmental delays and their families)
- Experience in providing professional training specific to the needs of the 0 to 3 population
- Experience in implementing large-scale education campaigns on 0 to 3 population issues
- Expertise in community collaborative projects, specifically the ability to generate broad community participation and convene key players in target communities for the purpose of identifying strategies
- Knowledge and experience with evaluation and continuous quality improvement methodologies
• Ability and capacity to provide administrative infrastructure and support for the learning collaborative
• Experience with development and analysis of public health, social and education policies and their implementation
• Demonstrated achievements in advocating for issues at the national level specifically related to the 0-3 population
• Experience providing technical assistance and training to community-based organizations
• Familiarity with First 5 LA strategic plan

B. EXPECTATIONS

The selected contractor is required to conduct the following activities as part of its completion of P-3 WFD Building Block Requirements and Deliverables:

• **Interact regularly with First 5 LA Staff and board.** The contractor is responsible for actively engaging the Commission in all activities to be delivered under this RFQ. In order to accomplish this, a consistent level of communication must take place among the contractor, and First 5 LA staff responsible for successful implementation of the contract, as well as other First 5 LA contractors as determined by staff. Throughout this project, the contractor is expected to fully partner with the Commission in developing and researching strategies, convening networking meetings, convening collaborative meetings and planning efforts and advocacy efforts. The contractor is expected to meet weekly with staff to discuss timelines and review products. They will also be expected to incorporate direction from First 5 LA staff into a work plan on an ongoing basis.

• **Use multiple levels of input and analysis to assess systems improvement and integration and service coordination issues.** The contractor is expected to draw upon the input and experiences of various stakeholders, including the Commission, First 5 LA grantees, existing networks related to developmental screening and early intervention, experts within the field of early childhood development, as well as families and communities. The Partner is expected to identify and consult with key entities in Los Angeles County, including (but not limited to) governmental agencies (e.g., Regional Centers, Maternal Child and Adolescent Health, Department of Mental Health) and community-based organizations and agencies.

• **Maintain flexibility.** The contractor is expected to meet the technical assistance and training needs of learning collaborative participants per needs assessments and surveys in order for them to meet their goals, and to be flexible and adapt program delivery as necessary to meet priorities established by First 5 LA.
• **Value and engage numerous stakeholders.** The Commission is seeking a contractor who is sensitive to the diversity of communities throughout Los Angeles County and can facilitate effective communication, problem solving and planning with various stakeholders within these communities. The contractor is expected to convene meetings with the Commission, community members, field experts and service providers. The contractor is expected to identify and establish a plan for the ongoing involvement of stakeholders in creating workforce development strategies that promote P-3 outcomes.

• **Comply with all Commission Conflict of Interest Guidelines and California Law.** It shall be the responsibility of CONTRACTOR to abide by conflict of interest laws and regulations applicable to the CONTRACTOR 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.

C. **ELIGIBILITY**

Applicants must have the qualifications, experience and competency to successfully complete all requirements and deliverables of the P-3 Workforce Development strategies outlined in this RFQ. Applications will be considered from not-for-profit and for-profit agencies, public and private organizations and collaborative efforts. Collaborative applications must identify a primary applicant (lead agency) responsible for the overall administration and coordination of the project, and for entering into contractual relationships with the Commission.

It is preferred that applicants have a presence and the capacity to work in Los Angeles County and have familiarity with researching and developing programmatic and systems improvement strategies, and with providing training and technical assistance. If the lead agency is located outside of Los Angeles
County, members of the team should or must be located in close proximity to Los Angeles County for the life of the contract and accessible to the Commission staff and grantees.

First 5 LA funds are supplemental and cannot be used for supplanting existing services, funding or commitments. To supplant is defined as “taking the place of or serving as a substitute for,” e.g., pre-existing programs, organizational or staff costs.
CONTENT OF THE NARRATIVE

Use exact headings and subheadings in the narrative. The narrative must not exceed twenty-five (25) pages total, not including appendices and required documents.

A. APPLICATION COVER SHEET (USE APPENDIX A)

Enter the name, address and other requested information. Cover sheet will include brief overview of the applicant(s), team members and a summary of the proposal. Signature is required by staff that has the authority to make commitments of work such as the Executive Director or Board President.

B. DESCRIPTION OF ORGANIZATIONAL QUALIFICATIONS

Describe administrative and fiscal experience that demonstrates the capacity of the Agency/Organization to provide administrative services for the P-3 Focus Area Workforce Development effort.

C. DESCRIPTION OF TEAM MEMBER QUALIFICATIONS

Provide a brief overview of the role and expertise of each of the proposed team members. Describe any leadership roles in community or service collaborations that they have played. Highlight experience on other relevant projects, similar to the ones described in this RFQ, including lessons learned. Include a list of professional staff, including sub-contractors who will be involved with the project. Specify the role of each sub-contractor on the team as well as the anticipated level of commitment (% of time or number of days) of each team member. Describe your past experience working together as a team. If applicant intends to hire new staff, include job qualifications and job description as an attachment.

D. PROJECT MANAGEMENT

Describe the process that you will use to manage the human and capital resources of the project, including coordinating work of staff, subcontractors and other consultants. Include key tasks, timelines, and staff assignments for all major activities. Attach an organizational chart that identifies all team roles and responsibilities. If your agency/organization is outside Los Angeles County, address how you plan to manage the project from a distance, and how you plan to provide a local presence. If located outside Los Angeles County, members of your team must be in Los Angeles County for the duration of the project and easily accessible to Commission staff and grantees.
E. PROPOSED APPROACH

Describe the approach you will use to implement the Scope of Work (SOW)\(^4\) described in this RFQ. **Make sure to address all the project requirements as outlined in PART 2.** In addition, you are encouraged to include a description of any additional tasks and/or innovative approaches that you propose will help in the implementation of the initiative framework and design.

F. REQUIRED ATTACHMENTS (*not considered part of 25 page limit*)

1. **Staff Resumes or Curriculum Vitae** –
   Include the resumes of the project director, principal staff and consultants expected to work on this project.

2. **Memorandum of Understanding (MOU) – Appendix B**
   If a subcontractor or un-paid collaborator will be used on this project, complete the MOU form provided as part of the attachments. Use as many MOU forms as is needed.

3. **Previous Experience**
   Use the Previous Clients Form provided in Appendix C to list all clients for whom you have worked in the past five years on projects similar to the one described in this RFQ.

4. **Agency Involvement in Litigation – Appendix F**
   Please read thoroughly the information on the required Agency Involvement in Litigation and/or Contract Compliance Difficulties form (Appendix F) and include a signed copy of the form in the application. **An unsigned form or the omission of the form will constitute an incomplete application and will be grounds for disqualification.**

5. **Budget Forms and Instructions – Appendix H**
   Please note that Budget forms will be posted separately on the First 5 web site, [www.first5.org](http://www.first5.org). Provide projected costs and a brief summary of budget line items. Please refer to Instructions for completing Budget Forms provided in Appendix H.

6. **Audit Financial Statements – Appendix R**

   The applicant must include the most recent independent financial audit including the following:

---

\(^4\) The Scope of Work, while comprehensive, is subject to slight modification based the needs of the Commission. The selected contractor must have the ability and agree to make adjustments as needed.
a. Management Letter
b. Auditor’s Report
c. Statement of Financial Position (Balance Sheet)
d. Statement of Activities (P/L, Income and Expenses Report)
e. Statement of Cash Flow
f. Functional Expense Report
g. Notes to Financial Statements
h. Federal “single-item” audit\(^5\) (if applicable)

7. **IRS Form 990 – Appendix S**

If the applicant is a 501(c)(3) non-profit organization, a copy of the most recent IRS 990 filing must be included.

\(^5\) For organizations receiving a combined total of federal funding of $500,000 or more.
A. PREPARATION GUIDELINES

Applications must adhere to the following guidelines to be considered:
• Use only 8 ½” by 11”, white paper
• Times New Roman font, no less than 12-point
• Single sided only
• No less than 1-inch margins
• No less than 1.5 line spacing
• Clip all copies of the application-no bound copies accepted
• Provide page numbers and a table of contents for the application
• The narrative must not exceed 25 pages total, not including appendices and required documents

A complete proposal or proposal package will consist of the items identified below. Complete this checklist to confirm all the required items are included. For a proposal to be eligible for review, all required attachments must be submitted (See Checklist below).

B. SUBMISSION GUIDELINES

First 5 LA must receive the original (signed in blue ink) and eight (8) photocopies of the application to:

Evelyn V. Martinez, Executive Director
First 5 LA
750 North Alameda Street, Suite 300
Los Angeles, CA 90012
ATTN: P-3 WFD RFQ

Applications can also be delivered by the U.S. Postal Service or Private Mail Courier but must be received (not post-marked) by 5:00 p.m. November 19, 2007.

First 5 LA takes no responsibility for the handling of any application that is mailed and not delivered in person. Applications received after 5:00 p.m. on November 19, 2007, or sent via fax or via email to the First 5 LA office will not be accepted. Any application that does not meet these submission guidelines will not be reviewed.
C. ELECTRONIC SUBMISSION GUIDELINES (ALTERNATIVE FORM OF SUBMISSION)

First 5 LA must receive the printed original (signed in blue ink) and two computer CDs with the entire application and all appendices on each one in MS Word format and/or .pdf format. Mail or deliver in person to:

**Evelyn V. Martinez, Executive Director**
First 5 LA  
750 North Alameda Street, Suite 300  
Los Angeles, CA 90012  
ATTN: P-3 WFD RFQ

Applications can also be delivered by the U.S. Postal Service or Private Mail Courier but must be received (not post-marked) by 5:00 p.m. November 19, 2007.

First 5 LA takes no responsibility for the handling of any application that is mailed and not delivered in person. Applications received after 5:00 p.m. on November 19, 2007, or sent via fax or via email to the First 5 LA office will not be accepted. Any application that does not meet these submission guidelines will not be reviewed.

D. CHECKLIST

Please use the RFQ checklist below to prepare your application for submission. Applications must only include the following sections.

<table>
<thead>
<tr>
<th>X</th>
<th>PROPOSAL SECTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Application Cover Sheet – Appendix A</td>
</tr>
<tr>
<td></td>
<td>Proposal Narrative:</td>
</tr>
<tr>
<td></td>
<td>Description of Team Member Qualifications</td>
</tr>
<tr>
<td></td>
<td>Project Management</td>
</tr>
<tr>
<td></td>
<td>Proposed Approach</td>
</tr>
<tr>
<td></td>
<td>Staff Resumes or Curriculum Vitae</td>
</tr>
<tr>
<td></td>
<td>Appendix B: Memorandum of Understanding</td>
</tr>
<tr>
<td></td>
<td>Appendix C: Previous Client Form</td>
</tr>
<tr>
<td></td>
<td>Appendix E: Completed Scope of Work Form</td>
</tr>
<tr>
<td></td>
<td>Appendix F: Agency Involvement in Litigation</td>
</tr>
<tr>
<td></td>
<td>Appendix H: Budget Forms and Instructions</td>
</tr>
<tr>
<td></td>
<td>Appendix I: Authorized Signature Form (2 originals)</td>
</tr>
<tr>
<td></td>
<td>Appendix J: Independent audit (most recent)</td>
</tr>
<tr>
<td></td>
<td>Appendix L: By-laws(^6) (if applicable)</td>
</tr>
</tbody>
</table>

---

\(^6\) This is required in order to verify signature authority to submit application and to enter into legal agreement. If not in the Bylaws, a Board Resolution or Partnership Agreement should be submitted, as applicable, that indicates signature authority.
<table>
<thead>
<tr>
<th>Appendix M: Articles of Incorporation(^7) (if applicable)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix N: Board of Directors(^8) (if applicable)</td>
</tr>
<tr>
<td>Appendix O: IRS 990 Form (if a non-profit)</td>
</tr>
<tr>
<td>Appendix P: IRS Letter of Determination (if applicable)</td>
</tr>
<tr>
<td>Appendix Q: Form RRF-1 (required and filed annually with the California Attorney General’s Registry of Charitable Trusts)</td>
</tr>
<tr>
<td>Appendix R: Audited Financial Statements</td>
</tr>
<tr>
<td>Appendix S: Most Recent IRS Form 990 (if a non-profit)</td>
</tr>
</tbody>
</table>

PLEASE NOTE: All Application Appendices **Must** be Labeled as Listed Above

---

\(^7\) A business license from the jurisdiction where the organization operates should be submitted instead of Articles of Incorporation for Partnerships, Limited Liability Partnerships and Sole Proprietorships.

\(^8\) Provide list of partners in the case of any form of Partnership.
EVIEW PROCESS AND CRITERIA

A. APPLICATION TIMELINE

The RFQ review process will operate along the following timeline*:

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 16, 2007</td>
<td>Dissemination of RFQ</td>
</tr>
<tr>
<td>October 30, 2007</td>
<td>Bidder’s Conference – 9:00 AM to 12:00 noon</td>
</tr>
<tr>
<td>November 19, 2007</td>
<td>Applications are due by 5:00 p.m. at the First 5 LA office</td>
</tr>
<tr>
<td>November 26, 2007</td>
<td>Notify Selected Contractor of Final Decision</td>
</tr>
<tr>
<td>November 27, 2007</td>
<td>Contract Negotiations Begin</td>
</tr>
<tr>
<td>January 1, 2008</td>
<td>Contract Begins</td>
</tr>
</tbody>
</table>

*First 5 LA reserves the right to modify the stated schedule of events at any time.

A voluntary Bidder’s Conference will be held on October 30, 2007 from 9:00 AM to 12:00 noon at 750 North Alameda Street, Los Angeles, California.

B. REVIEW PROCESS

First 5 LA will award a contract to applicant(s) that has the expertise and qualifications to successfully implement the P-3 Workforce Development efforts as outlined in the RFQ.

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

The review committee will consist of multiple departments in First 5 LA as well an external reviewer. All decisions of the review committee and of First 5 LA are final. While there is no appeals process, an applicant may request a post-selection interview to have a principle representative meet with staff and go over how their application was rated by the review committee.

C. REVIEW CRITERIA

The staff will review applications according to the following criteria:
1. The applicant meets the qualifications as listed in Part 3. The application review tools used by the review committee contain the same information as is listed in Part 3 of this RFQ.

2. The applicant proposed a Scope of Work that will qualitatively achieve the project objectives.

3. The applicant’s proposed budget is cost effective and adequate to complete project objectives.
Specific contractual considerations, including but not limited to the following, apply to proposal submission and implementation and to any contract that results from the submission and implementation of the proposal. The contractor will need to comply with all of the provisions in the attached sample contract (Appendix G).

**A. CONTRACT INFORMATION**

1. The Commission may, at its sole discretion, reject any or all proposals submitted 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 proposal submitted in response to this RFQ. Any proposals, including attached materials, submitted in response to this RFQ shall become property of the Commission and subject to public disclosure. The agency/organization submitting a proposal agrees that by submitting a proposal it authorizes the Commission to verify any or all information and/or references given in the application.

2. The Commission reserves the right to request additional financial status information to verify applicants past status and current financial status.

3. The award of a contract by the Commission to an agency/organization that proposes to use subcontractors for the performance of work under the contract resulting from this RFQ 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.

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

5. The selected Contractor will be required to sign the contract within thirty (30) days of the notification of the award. If this Contract is not signed within the thirty (30) days period, the Commission may withdraw the award. Any change in the date must be submitted in written document signed and approved by both parties.

6. Upon successful negotiation of the Contract, the following documents will be required to be given to Commission before Contract can be executed:
- Proof of Insurance
- IRS Letter of Determination (if applicable);
- Form RRF-1 (required and filed annually with the California Attorney General's Registry of Charitable Trusts)
- Memorandums of Understanding (for any sub-contractors, collaborators, and/or partners listed under Contracted Services in the Budget Forms)
APPENDICES

Appendix A: Application Cover Sheet
Appendix B: Memorandum of Understanding
Appendix C: Previous Client Form
Appendix D: Scope of Work Instructions
Appendix E: Scope of Work Form
Appendix F: Agency Involvement in Litigation
Appendix G: Sample Contract
Appendix H: Budget Forms and Instructions
Appendix I: Authorized Signature Form

For additional information please contact:

Michael Arnot
Program Officer
First 5 LA
750 N. Alameda Street, Suite 300
Los Angeles, CA  90012
ph: 213.482.7563
fax: 213.482.5903
marnot@first5la.org

www.first5la.org