PARENT-CHILD INTERACTION THERAPY (PCIT) EVALUATION REQUEST FOR QUALIFICATIONS (RFQ)

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

RELEASE DATE: April 4, 2014
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I. **TIMELINE FOR SELECTION PROCESS**

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All questions and requests for additional information regarding this RFQ must be received in writing by First 5 LA via email before 5 p.m. on April 16, 2014. First 5 LA reserves the sole right to determine the timing and content of the responses to all questions and requests for additional information.

Questions can be submitted to:

Kelly Goods, Research Analyst
E-mail: kgoods@first5la.org

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

First 5 LA — “Champions for Our Children”

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

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

The First 5 LA FY 2009-2015 Strategic Plan

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

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

This combined place-based and countywide approach is intended to concentrate First 5 LA’s limited resources in areas of high need and to support the sustainability of those efforts over time. The strategic plan (as amended) will allow First 5 LA to continue focusing on strengthening families while deepening our commitment to fostering a community’s ability to create and sustain safe and nurturing places for children to grow.
Figure 1: First 5 LA Prioritized Pathway

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

The Place-Based Approach, Best Start

First 5 LA's place-based approach focuses on the places where families live — combining strategies to strengthen families with those that build community capacity to create and sustain thriving and healthy environments for all children. Focused on 14 traditionally underserved communities in LA County, Best Start is an important part of First 5 LA’s Strategic Plan for 2009-15. Through Best Start, First 5 LA seeks to help improve the lives of young children and their families by positively impacting the systems they participate in and the environments in which they live, learn and play.
In late June of 2013, the First 5 LA Board of Commissioners endorsed the Building Stronger Families (BSF) framework to sharpen the focus of the work of Best Start as it moves forward. The BSF framework is strongly supported by research and promising practices and makes clear the results being sought and how to achieve those results through place-based work.

At the heart of the framework is the belief that if families are strong and communities are family-supporting, children will have better long-term outcomes.

"Strong families” are those that support and promote optimal child well-being. Research and evidence-based practices have identified key characteristics of a “strong family.” These characteristics, which relate to parents and expectant parents, are also known as family strengthening “protective factors”. Rooted in these protective factors, three core family results of the BSF framework are:

- Families demonstrate resilience, parental knowledge, and positive relationships that support their children’s social and emotional competence.
- Families participate in positive social networks that provide multiple opportunities for mutual support and leadership development.
- Families access concrete supports in times of need.

Strategies that promote strong families are those that build and support the ability of parents to effectively care for and promote the healthy development, school readiness and well-being of young children.

“Family-supporting communities” are communities that engage parents, residents, CBOs, businesses and other community partners to support families and optimal child development. The three core community results of the BSF framework are:

- Neighborhoods and communities establish a common vision and act collectively to:
  - Improve the policies, services and environments that build family protective factors.
  - Influence the availability and quality of concrete services.
- Neighborhoods and communities support and sustain environments that:
  - Promote positive, regular social interaction for families
  - Encourage social interaction and promote healthy living.
- Neighborhoods and communities develop and sustain services and supports that meet family needs.
In June of 2013, the First 5 LA Board of Commissioners approved criteria to guide the selection of activities to support community progress toward the BSF framework’s three core family and three core community results:

- Alignment with the current strategic plan’s defined investment areas
  - Direct Services (Family Strengthening)
  - Community Capacity Building
  - Systems Improvement
- Evidence-based or promising practices related to the Building Stronger Families framework core family and community results
- Outcomes of the activity are achievable in 5-10 years
- The activity offers the potential to mobilize resources and enhance sustainability.

**The Best Start Community Partnerships** represent an important First 5 LA-supported activity to promote relationship- and capacity-building among parents and diverse community stakeholders to improve outcomes for children in Best Start communities. These partnerships consist of parents, civic and business leaders, members of the clergy, representatives from community-based organizations and others working together in support of young children and families in each of the 14 Best Start Communities.

**The Systems Connection**

First 5 LA’s approach to building stronger families – grounded in evidence-based attributes known as the “protective factors” – represents a systematic way to impact large numbers of young children and their families. By working to incorporate these factors into existing programs and services – such as early childhood education - First 5 LA and its Best Start community partners can contribute to change in organizational policy and practice across different systems and settings community- and county-wide. By working collaboratively with both county agency and Best Start community partners, First 5 LA can help facilitate and promote learning and linkages across communities and systems and alignment of results for families.

Best Start communities exist in and are supported by a broader context of systems, policy and funding. This includes the mandates and structures through which health and human services are provided in LA County, as well as the economic, philanthropic, and policy environment and the public will around issues related to children and families. Strong, coordinated and responsive systems and investments are critical to responding to gaps in services and supports that meet family needs, including high quality services and opportunities for economic and educational success. Informed by the work of Best Start community partnerships, First 5 LA’s
grantees and its governmental, philanthropic, business and other partners will work together to ensure that the systems, policy and funding context supports Best Start’s contributions and, together, “move the needle” to strengthen families and improve results for children.

**Countywide Approach**

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

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

**III. PROJECT OVERVIEW**

**PARENT-CHILD INTERACTION THERAPY**

Parent-Child Interaction Therapy (PCIT) is an evidenced-based therapy that has been successfully used to help young children with serious behavior problems like aggressiveness, defiance, temper tantrums and oppositional behavior. It has also been documented as an effective practice for reducing incidences of physical abuse cases involving young children. A summary of the PCIT program is provided below:
“Developed by Sheila Eyberg at the University of Florida, PCIT integrates concepts from social learning theory, traditional play therapy, and attachment theory to enhance the parent-child relationship, increase children’s pro-social behaviors, and increase parents’ behavior management skills. The program is implemented in two phases: The first phase is the Child-Directed Interaction (CDI) phase during which parents develop child-centered interaction skills. The second phase is the Parent-Directed-Interaction (PDI) phase during which effective discipline skills are the focus.”

For more information on PCIT and related research, we encourage the applicant to visit the following website: http://pcit.ucdavis.edu/resources/research-publications/.

In July 2008, the Washington State Institute for Public Policy evaluated PCIT and PCIT was found to have a statistically significant effect on reducing child abuse and neglect among PCIT family participants. PCIT participants were significantly less likely than those in a comparison group to abuse or neglect their children. Additionally, it was found to have an approximate $6 return on investment for each dollar spent by reducing further social costs.

FIRST 5 LA’s PARENT-CHILD INTERACTION THERAPY TRAINING PROGRAM

First 5 LA began a strategic partnership with the Los Angeles County Department of Mental Health (LACDMH) in October 2012 for a five-year Parent Child-Interaction Therapy (PCIT) Training Program and will continue to fund the project through September, 2017. The PCIT Training Program was designed to expand the available resources (i.e., capacity) to provide PCIT in Los Angeles County. First 5 LA contracted with LACDMH as the targeted service agency to manage the training of service providers in PCIT.

First 5 LA also contracted with the University of California, Davis (UC Davis) to conduct the PCIT training for LACDMH providers. Their goal is to build a network of skilled PCIT trainers and providers in LA County to increase the availability of PCIT services to children and their families. As part of their scope, UC Davis is also conducting a formative evaluation of the implementation of the training. The formative evaluation includes process data on the therapists trained, e.g., the rate of skill acquisition, the time to complete the training, barriers and facilitators of training success, and measures of training fidelity. They are conducting limited summative evaluation of the effectiveness of PCIT in reducing problem behaviors of children receiving PCIT by trainees.

Additionally, a signed Memorandum of Understanding (MOU) between the LA County Departments of Children and Family Services (LACDCFS) and Mental Health (LACDMH) was established in December 2012. Together, the two county

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2 PCIT Training Guidelines, Feb 2009
agencies (LACDMH and LACDCFS), UC Davis, and First 5 LA are pursuing a three-pronged approach to PCIT implementation in LA County, which includes:

1) Training to expand the number of trained mental health therapists that are certified in PCIT throughout Los Angeles County, including increasing the number of certified trainers and supervisors that would then have the capacity to maintain the future PCIT workforce.
2) Facility upgrades to increase the number of mental health agencies where PCIT services and interventions that can be provided to eligible families. Fidelity to the PCIT intervention model is facilitated by the use of a specially equipped facility including audio equipment and two-way mirrors. A portion of the funding would be dedicated to capital development to retrofit facilities for delivering services.
3) Provider stipends to help offset costs of loss in productivity incurred as a result of participation in the First 5 LA-funded PCIT training.

Training is conducted in two phases:

1) Phase I (Advance Training): To help current PCIT providers increase their capacities to implement the model to fidelity.
   i. The goal for the project is to train up to 20 agencies annually. In Fiscal Year 2012-2013, 97 therapists across 13 agencies received advanced training.
2) Phase II (Basic Training): To train and expand capacities of new mental health providers in LACDMH agencies with no current PCIT program.
   i. In Fiscal Year 2012-2013, 80 therapists across 20 new agencies received training and added the capacity through facility upgrades to conduct PCIT.

PARENT-CHILD INTERACTION THERAPY PROGRAM EVALUATION PROJECT OVERVIEW

The PCIT evaluation will begin in the end of year 2 (July, 2014) of the PCIT project and continue until January 2018 (the PCIT training project is projected to end by September 2017). If the PCIT project timeline extends, the Commission reserves the right to extend the evaluation timeline in order to complete the evaluation. During this time frame, the PCIT project evaluation should include, but is not limited to, the following aims:

1. Describe, using qualitative and quantitative methods (including document review and ongoing collaboration with the PCIT training program team), the efforts undertaken at the county level and the provider agency level to support the expansion of the PCIT service delivery system in Los Angeles County. The list of efforts that should be documented over time, including:
a. Addition of resources (staff, rooms, equipment and materials)
b. Training of staff (types and frequency of training that occur after the UC Davis training), and adjustment of staff caseload and productivity expectations.
c. Engagement in outreach efforts
d. Creation of or changes to systems (referral systems, data systems, billing systems, and work flow systems within and between agencies)
e. Collaboration of agencies (within and between LACDMH and LACDCFS, UC Davis and others) to support referral, treatment, outcome, or funding goals
f. Costs will be tracked and linked to each “effort”

2. Evaluate the preliminary outcomes of the expansion of the PCIT system in Los Angeles County at the level of the provider agency, the clients (parents and children), as well as the county level.
   a. Agency outcomes should include: the increased capacity to provide PCIT over time by tracking the numbers of trained PCIT therapists over time, numbers of PCIT trainers, numbers of clients who received PCIT, describing and conducting reliability analysis on ongoing fidelity maintenance, engagement and retention of families in the program
   b. Client (parent and child) level outcomes may include: increased use of parent behavior strategies, decreased parent stress, decreased child behavior problems
   c. County level outcomes may include: matching individual client data in LACDMH and LACDCFS systems on decreased rates of LACDCFS abuse and/or neglect reports and/or cases, decreased LACDCFS recidivism rates, use of other county services, preliminary benefit-cost analyses, including threshold analyses, demonstrating the potential for cost-savings to Los Angeles County.

3. Develop an iterative process to provide feedback to the PCIT team (LACDMH stakeholders and providers, other trained PCIT entities, UC Davis trainers, and First 5 LA PCIT staff) on the progress of the program so they can maximize success of the program.

The iterative process questions may include: feedback on client retention rates, maintenance of fidelity, or establishment of successful systems to support PCIT in Los Angeles County.

The evaluation will describe the efforts undertaken during the project, will comprise a significant portion of the final report on the PCIT training program. The intention is to specify what the efforts were and who put in the effort to build up this system. The descriptive information will provide the context for the preliminary outcomes of the current evaluation, and inform a wider audience (other counties, policy makers, advocacy groups) about the realities of such an undertaking. The expectation for the preliminary outcomes is not that it function as a test of whether PCIT “works” in Los Angeles County, but to demonstrate the initial outcomes as a result of the
efforts made (see Goal 1). Ongoing process information gathered under this section can (and should) be used as an iterative process to help inform ongoing efforts to maximize outcome effectiveness. Another key component in achieving this goal is maintaining ongoing communication with the PCIT program team (First 5 LA Research and Evaluation, and Program Development departments, LACDMH, other trained PCIT entities and UC Davis) by participating in program in-person meetings and conference calls.

The evaluation will build upon the formative evaluation of training efforts conducted by UC Davis and progress reports submitted to First 5 LA. Data sources will include data collected through LACDMH’s databases as part of their PCIT programmatic efforts, including tracking the number of clients receiving PCIT through the PCIT billing systems (for example, the IS and IBHIS systems), as well as the clinical systems (including the PCIT OMA system) which include parent surveys (Eyberg Child Behavior Inventory (ECBI) and Parenting Stress Index (PSI)) and coding of parent-child interactions (Dyadic Parent-Child Interaction Coding System for Traumatized Children, DPICS-TC).

The evaluator will work closely with the County agencies (LACDMH and LACDCFS) and other PCIT trained agencies to conduct a qualitative study of PCIT providers’ perceptions of the PCIT training process and implementation effort. Initial results on provider impressions presented at the project midpoint to UC Davis, LACDMH, other PCIT trained agencies, First 5 LA and LACDCFS will inform the larger PCIT training effort. The evaluator will also track the provider’s adherence to PCIT model after the training phases, in collaboration with UC Davis, LACDMH and other PCIT trained agencies, by conducting reliability analyses on the fidelity ratings.

Appropriate Institutional Review Board (IRB) and data use agreements (DUAs) will be established by the evaluator. DUAs should be established with LACDCFS and other PCIT trained agencies to access data on parent and child outcomes in terms of child abuse and neglect reports and cases, as well as with LACDMH to access their billing and clinical data systems. The evaluator will match client data in the LACDCFS and LACDMH data systems to capture and relate the intervention received through LACDMH (specifically PCIT, and others, through billing codes), and the child abuse and neglect cases and recidivism in the LACDCFS databases. The evaluation will add qualitative data collection in the form of interviews and/or focus groups, and/or surveys (as appropriate). IRB and DUA approvals will be updated and maintained for the duration of the evaluation.

The evaluation will begin with planning efforts to refine and finalize the evaluation design, taking into account a variety of perspectives and data sources made available from the various stakeholders involved with the Initiative (First 5 LA Research & Evaluation and Program Development Departments, LACDMH and LACDCFS, the PCIT providers and the PCIT trainers at UC Davis). The evaluator
will then synthesize the information gathered and refine the research questions described below to help inform the design of the evaluation plan that will allow for flexibility in addressing additional themes and research questions that may occur during the course of the project. The evaluator will take into consideration the challenges involved in coordinating efforts with LA County agencies and account for this in the development of the design and implementation phase of the longitudinal study of families as well as the timeline of the evaluation. A main source of outcome data will involve accessing LACDCFS data and matching to LACDMH clients to track abuse rates, including recidivism rates, in LACDCFS data.

IV. SCOPE OF WORK/STATEMENT OF WORK

The evaluator should include adequate time (at least 2 weeks) on the tasks listed below for the provision and incorporation of feedback on the draft plans from the First 5 LA Quality Assurance team (see Appendix H). See the Performance Matrix (Appendix G) for timelines on each of the tasks listed below.

Task 1. Plan Evaluation (Create Work plan) In addition to reviewing the performance matrix for the evaluation (see Appendix G) and proposing appropriate edits, the evaluator will begin planning the evaluation design by meeting with First 5 LA within 5 business days of the contract start date. The contractor will meet with staff from the Research and Evaluation (R&E) and Program Development (PD) Departments to gain a preliminary understanding of the PCIT project and review its purpose. The objectives will include identifying additional stakeholders to involve in the planning process, and identifying literature such as programmatic materials, evaluation reports, and relevant research articles for the evaluator to review. The evaluator will then meet with the identified stakeholders to obtain perspectives on and expectations for the evaluation and incorporate the feedback into the design. The evaluator will submit a revised performance matrix if needed. The planning phase will include finalizing the research design and evaluation plan. The design plan will state the assumptions underlying the evaluation framework. It will also allow for the flexibility in addressing any additional research questions that may come up during the course of the project. The plan will include strategies for coordination of efforts with the County agencies (LACDMH, LACDCFS), other PCIT trained agencies and UC Davis. The final evaluation plan will detail a work plan for the project, including a timeline for obtaining initial IRB and DUA/MOU's with the appropriate agencies, in addition to maintaining approval for the duration of the evaluation.

Task 2-4: Create interview protocols

Based on a finalized research design and analysis plan, the evaluator will develop protocols for interviewing: PCIT clients, agency staff (including therapists and other staff who support PCIT), and county PCIT stakeholders (representatives from county agencies involved in the provision of PCIT services, and referrals to PCIT services). The evaluator will also develop a recruitment and sampling plan to
interview parents who participated in PCIT, including a plan to interview parents in their native language. The sampling plan will include a specific plan to recruit a representative sample of parents who participated in PCIT (the sample should represent the demographic background of the parents, across the various agencies, and across the various years and level of training of the PCIT therapists). The plan will include protocols for the interviews, each tailored to the different groups of study participants: current and former clients of PCIT services, PCIT providers, UC Davis training staff, and County agency staff. The evaluator will also create consent forms for the parents (one in English and one in Spanish); as well as other interviewees as required for IRB approval.

**Task 5: Submit data use agreements (DUAs)/memorandums of understanding (MOUs) for approval**
The evaluator will be responsible for submitting and ultimately establishing data use agreements (DUAs) and/or memorandums of understanding (MOUs) regarding data access, sharing, analysis, confidentiality, and reporting as required by each of the partner agencies: LACDMH, LACDCFS, other PICT trained agencies and UC Davis. These will be maintained for the duration of the evaluation project, and copies of all applications and approvals will be submitted to First 5 LA.

**Task 6: Submit Institutional Review Board (IRB) applications for the evaluation approval**
The evaluator will prepare and submit an Institutional Review Board (IRB) application to an established IRB agency, and the contractor is fully responsible for securing IRB approval prior to conducting data collection. The evaluator should include consent forms for parents and other participants as needed. Proposed budgets should include any costs associated with the IRB application process. The contractor will also work with other provider agencies (LACDMH, LACDCFS, other PCIT trained agencies and UC Davis) that may also have their own IRB requirements in order to collect data from their clients and staff. All quantitative analysis, interviews and focus groups must receive either an approval or a waiver. The evaluator will be expected to secure IRB approvals for any revisions on the study design as needed. First 5 LA must review and approve all IRB materials prior to submission. The evaluator will be responsible for updating and maintaining approval for the entirety of the PCIT evaluation project, continuing to submit all IRB applications and approvals to First 5 LA.

**Task 7-9: Conduct and analyze interviews**
The evaluator will conduct data collection annually as set forth in the evaluation plan. The contractor will work with R&E staff, LACDMH and LACDCFS to secure a facility space for the interviews, either on the phone or in person, will ensure provision of incentives, child care, food, and travel vouchers for PCIT family study
participants, if needed. The contractor will coordinate with R&E staff and the County agencies to obtain relevant client data.

For each set of interviews (county stakeholders, clients, and PCIT agency staff), the evaluator will complete and submit summary notes for each set of interviews, and a memo describing common themes. The interviews will be completed twice during the evaluation – at the mid-point of the PCIT Training Program to evaluate program progress and again at the end of the PCIT Training Program.

During the final year of the evaluation, the evaluator will deliver the database and codebook. The evaluator will be responsible for cleaning the data and preparing the codebook and will submit these deliverables to First 5 LA in an acceptable format no more than 30 days following the conclusion of data collection. The data codebook must have sufficient information such that someone outside of the project would understand and be able to use the dataset. The elements of a First 5 LA codebook include:

- Variable names, labels, definitions, data source, and range of variable (i.e., basal and ceiling values, as appropriate) of each variable in the dataset
- Any constructed variables are defined (this includes formulas for composite/calculated variables, and identification of linked variables)
- Indices are created where applicable such that separate data sets can be linked
- IRB submissions (consent forms, etcetera) will be included as an appendix to the dataset and codebook.

The selected contractor and First 5 LA will abide by data sharing and intellectual property principles as outlined in First 5 LA’s standard contract.

Task 10: Data scan and final evaluation plan
The evaluator will conduct a data scan to identify all data available for the PCIT training program evaluation, including existing data sources in the LACDMH and UC Davis databases. A memo detailing the results of the data scan will be submitted to First 5 LA. The evaluator will submit a revised evaluation plan (as needed) based upon the results of the data scan. The final evaluation plan will be created in collaboration with First 5 LA, LACDMH, and UC Davis. It may include identifying additional data collection efforts, if deemed necessary by the project team.

Task 11: Gather and analyze secondary data from LACDMH, LACDCFS, UC Davis and First 5 LA
The evaluator will also obtain progress reports, evaluation reports and other relevant documents and instruments from the County agencies as well as UC Davis to keep abreast of project updates and will conduct document analysis of reports to
inform the summary report. The aggregate progress and evaluation reports will be used in the final report to detail the efforts undertaken by UC Davis and LACDMH, as well as LACDCFS, to complete the PCIT training effort.

Task 12: Analyze quantitative data
The evaluator will be tasked with matching individual client data in the LACDMH and LACDCFS databases. The evaluator will need to create a data matching plan to link the data, and track variables including LACDMH billing codes of PCIT services and other interventions, as well as LACDCFS data include child abuse and neglect cases and recidivism rates. The evaluator will be tasked with analyzing quantitative data from the LACDMH and LACDCFS databases, as well as any quantitative data gathered through interviews or other questionnaires. A summary of findings (including descriptive analysis, and significant and non-significant findings) will be sent to First 5 LA in an analysis memo.

Task 13: Write summary report
The evaluator will write an annual report addressing all of the research questions. The draft report will be submitted to the First 5 LA Quality Assurance team which will provide feedback that will then be incorporated into the final versions prior to approval for completion of the task (See Appendix H).

Task 14: Disseminate mid-project evaluation results and feedback
The evaluator will provide feedback to the PCIT team (LACDMH, UC Davis, and First 5 LA) at project mid-point based on the qualitative interviews with parents who completed PCIT, the PCIT trainees, and the information gathered through review of the progress and evaluation reports. This information will be used by the PCIT team to provide guidance on the training process.

Task 15: Disseminate final results
The evaluator will present the findings of the evaluation to First 5 LA annually as arranged by R&E staff. The evaluator will also develop a research brief containing the major findings of the report as well as an abstract of the reports for the Southern California Association for Learning and Results (SCALAR) data repository (SCALAR is a collaborative of Southern California First 5’s focused on sharing findings and coordinating messages). Draft and final documents (including slides, agendas, and handouts) will be submitted to First 5 LA for all presentations.

Task 16: Maintain ongoing communication with First 5 LA
The evaluator will maintain ongoing communication with First 5 LA through monthly contacts via conference calls and/or in-person meetings and quarterly progress reports.
Monthly meetings (phone or in-person) will be coordinated by the evaluator to provide First 5 LA with updates on tasks and deliverables and other details of the project, who will also take notes on the call and submit the notes on a monthly basis to First 5 LA.
Each year, the evaluator will provide written quarterly progress reports to First 5 LA, which will describe the progress made of tasks that were performed in the prior quarter.
The evaluator will also participate in the PCIT team meetings, which are occurring approximately once per month in-person, with representatives from First 5 LA, LACDMH, and UC Davis.

V. ELIGIBILITY

Applicants must have the qualifications, experience, and ability to successfully carry out the evaluation from planning to preparation of reports, dissemination of findings, and project management. Applicants should have the capacity to work throughout LA County. Per the Commission’s Procurement Policy, current and former contractors, grantees and vendors that are out-of-compliance with any existing and past Commission contracts are not eligible to apply.

VI. SUMMARY OF DESIRED QUALIFICATIONS

In addition to meeting the general key eligibility requirements (see Section V), the ideal applicant(s) will:
- Have knowledge of LA County mental health services for young children and their families, specifically in PCIT
- Be familiar with the population of young children with disruptive behavior disorders and families at risk for and/or currently has/had DCFS involvement
- Be adept at building connections and working relationships across county agencies
- Have extensive experience collecting and analyzing quantitative and qualitative data in the area of mental health systems development and programs evaluation
- Have knowledge and extensive experience working with county data systems (LACDMH and LACDCFS), including establishing IRB and DUA/MOU approvals to access these systems, and conducting matching of participants between the systems
- Have knowledge and experience in benefit-cost analysis of mental health programs

See Section VIII. Selection Process and Review Criteria below.
VII. TERMS OF PROJECT

Available Funding
The evaluator will be compensated based upon the project budget developed during the contracting period. First 5 LA has budgeted approximately $400,000 for the entire evaluation for the project period of July, 2014, through January 31, 2018 (not to exceed $145,000 in Year 1). The contract will be subject to annual review based on performance. The budget will be expected to be detailed and justified prior to successful award of a contract.

The contractor is responsible for supplying all business equipment required to implement the tasks and scope of work (e.g., computer, printer, fax, internet access, telephone, etc.). The contractor will be responsible for maintaining a method to capture and document time spent on project activities, as a means to support First 5 LA staff management of costs and ensure accomplishment of all project objectives. The contractor will also be responsible for purchasing any incentives to provide to participants as necessary. The amount and kind of incentive should be proposed to First 5 LA and approved before they are purchased. The final Performance Matrix and Budget will be determined during the contract development process. Funds will be disbursed through invoices based on the payment schedule and completed and acceptable deliverables rendered.

Contract Period
The Commission anticipates the evaluation project to be approximately 4 years and 1 month (to allow for 4 months after the end of the PCIT project to finish evaluation activities) with the selected contractor(s) with an intended start date of July 1, 2014. The contract will be subject to annual review and renewal based on contractor performance. The evaluator shall not be authorized to deliver or commence performance of services as described in the application until final execution of the contract (contract must be signed by both parties). Any performance of services commenced prior to obtaining all written approvals by First 5 LA shall be considered voluntary.

VIII. SELECTION PROCESS AND REVIEW CRITERIA

Selection Process
First 5 LA will review the applicants based on the following multi-stage review process:

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

**Level II External Review Process:**
Applicants that pass Level I review will go onto the Level II review process. A minimum of three (3) external reviewers with expertise in the field will review and score applications. External reviewers will use the Level II review tools as referenced in Appendix E to mitigate the potential for bias and sign a Conflict of Interest and Confidentiality Statement. The highest scoring applicants will proceed to Level III Review.

**Level III Interview:**
The highest scoring applicants may be invited for an interview with First 5 LA staff. Interviews are scheduled to be held on dates shown in Section I (Proposal Timeline). These dates are subject to change at First 5 LA’s sole discretion. Interviews will be held either at First 5 LA or via phone. Further written materials regarding qualifications may be requested prior to the interview.

**Financial and Due Diligence Review:**
First 5 LA reserves the right to conduct financial and due diligence reviews for all or some applicants at any point in the review process. Depending on the type of service and extent to which a Contractor must have good/healthy cash flow, financial stability may need to be reviewed. If such a determination is made, financial review may be a factor in the selection process, and applicant(s) may be required to submit financial statements or other additional information upon request.

Depending on the type of organization and/or service, the Contract Compliance Department may conduct a due diligence review in order to determine that the applicants are responsible entities. A responsible entity is one that has responded appropriately and has the capability to comply with all aspects of the solicitation. This department will ensure that applicants that are current and former contractors/grantees and vendors are not be out-of-compliance with any existing and past Commission contracts.

The award notification is anticipated to occur by May 9, 2014, with an anticipated contract start date of July 1, 2014.³

³ Note: While it is First 5 LA’s desire to execute the Contract for a July 1, 2014 start date, all dates are subject to change at First 5 LA’s sole discretion.
Review Criteria
First 5 LA will award a contract to one applicant with the expertise and qualifications outlined in the RFQ. The following represents the selection criteria that will be considered during the evaluation process (See the review tool - Appendix E for further details):

The criteria identified below will serve as the standard against which the technical proposal will be evaluated and lists the significant factors which the applicant should address in the proposal. The evaluation will also be based upon the completeness and thoroughness of the proposal submitted. The applicant should demonstrate that the objectives of the project are understood and the proposal offers a logical approach for their achievement. The following criteria will be used to technically evaluate proposals and will be weighted as indicated in establishing a numerical rating (a maximum of 100 points obtainable) for all technical proposals submitted:

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<th>Points</th>
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<tr>
<td>1. Technical Approach</td>
<td>35</td>
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<td>2. Qualifications of Proposed Personnel</td>
<td>35</td>
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<tr>
<td>3. Organizational Capacity</td>
<td>20</td>
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<td>4. Budget</td>
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<td><strong>Total</strong></td>
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The criteria are defined as follows:

1. **Technical Approach** 35 points

The applicant will be evaluated by the extent to which the proposal meets all the requirements outlined in the RFQ, including a detailed description of how each of the specific tasks in the RFQ should be accomplished, strategies for working with program staff, establishing appropriate partnerships with County agencies, and proposed data collection and analyses (including matching procedures for accessing LACDCFS data and matching to LACDMH PCIT clients).

2. **Qualifications of Proposed Personnel** 35 points

The applicant will be evaluated by the extent to which their staff qualifications demonstrate the relevant background, training and experience in the following areas:

a. Knowledge of LA County mental health services for young children and their families, specifically in PCIT.
b. Knowledge of the population of young children with disruptive behavior disorders.

c. Knowledge of the population of families at risk for LACDCFS involvement.

d. Experience in working with culturally and linguistically diverse groups, in particular, parents of young children and community-based programs.

e. Experience in building connections across agencies for the purposes of evaluation.

f. Experience describing the connections of systems and networks of county agencies.

g. Experience in developing qualitative data collection tools and conducting interviews/focus groups.

h. Experience in accessing and working with county data systems, including matching client data across client data systems.

i. Experience in collecting, cleaning and processing quantitative data.

j. Experience in analyzing and summarizing qualitative and quantitative data.

k. Experience in benefit-cost analysis in mental health program evaluation.

l. Inclusion of full résumés of proposed staff in the proposal which clearly reflect the range and depth of the requirements outlined above, including any publications in professional refereed journals, as relevant to the current project.

m. Experience in and knowledge of working in Southern California, preferably in Los Angeles County.

n. Experience in delivering presentations to various audiences

3. **Organizational Capacity**

20 points

The applicant’s organizational experience as reflected in the proposal must demonstrate the following:

a. Adequate computer/statistical resources and the institutional capability to process and analyze all data, both quantitative and qualitative;
b. Adequate financial capacity as determined by the applicant’s proposed budget, statement of financial position, and other relevant documents;

c. Adequate staff to effectively complete all proposed tasks.

4. Budget  

The applicant’s budget and budget narrative should reflect the following:

a. A reasonable price per task, based on the reviewers’ experience;

b. A composite hourly rate for all personnel that does not exceed $150/hour (see details in Section X.9 under Contractual Considerations below);

c. Tasks assigned to appropriate personnel as to minimize the cost per deliverable while also maximizing the quality of the output;

d. An awareness of the realities of fixed-price budgeting reflected in an appropriate financial accommodation of risk, particularly related to protracted revisions and delayed start dates.

e. An overall budget that does not exceed $400,000 ($145,000 for Year 1). It is expected that applicants’ budgets will be significantly lower than this, however.

IX. REQUIRED DOCUMENTS

Applicants should submit their qualifications including each of the following elements via the online application. Applications must adhere to the instructions and page limits outlined below.

A. Statement of Qualifications: A written statement of no more than eight pages outlining the contractor’s technical approach for the evaluation based on the tasks listed in the Scope of Work/Statement of Work (see section IV above). This document should also demonstrate the contractor’s qualifications and experience as listed in the Qualifications of Proposed Personnel in section VII. Include any previous experience conducting similar projects, specifically past success establishing proper approvals to access and match participants in county data systems, working with entities similar to First 5 LA and collaborating with county agencies working on child mental health issues. Outline any potential unintended consequences or challenges that may occur as a result of this evaluation.
This requirement is intended to give First 5 LA a sense of the applicant’s qualifications for conducting the evaluation.

B. Résumé(s) or Curriculum Vitae(s): Please submit one résumé or CV of no more than 5 pages for KEY members of the team for this project outlining all relevant work history, educational attainment, publications, prior research projects, etc. All résumés and CVs should be combined into a single document when uploading the application. Do not submit résumés or CVs for all team members.

C. Two Work Samples: The applicant(s) will submit two work samples directly relevant to the type of work which they will be performing for First 5 LA. The quality of the work submitted, their role in producing that work, and the relevance of the work to the project will be major considerations in the assessment of the work samples.

D. Proposed Budget and Budget Narrative: This contract will be a fixed-price, deliverables-based contract. The selected contractor will be paid per deliverable, contingent on First 5 LA approval of the deliverable (see a description of the Quality Assurance (QA) and QA dispute resolution processes in Appendix H of this document). The contractor will assume any risk from contract or project delays. If a deliverable is not achieved in full, First 5 LA reserves the right to prorate the payment accordingly. Applicants should create two budgets: 1) a detailed budget for the evaluation organized by task for Year 1 and 2) an overview of the budget for the entire 4 year 1 month period. Budgets may not exceed $145,000 for Year 1 and $400,000 for the entire 4 year 1 month period. Also include a budget narrative for Year 1 to accompany the budget forms describing what will be included in each deliverable. The required budget forms include a budget narrative, and a budget for the first year and multiple years, and are included in Appendix A of this document. Any proposed edits to the performance matrix (and budget) may be proposed in the budget narrative.

E. Litigation and Contract Compliance Form: Please complete the Litigation and Contract Compliance form. If you checked Yes to any of the questions on this form, please explain whether this will impact the project on this solicitation. Omission of the form will constitute an incomplete proposal and may be grounds for disqualification. The awarded applicant will be required to submit an original prior to contracting.

F. Signature Authorization Form: This form is required in order to verify signature authority to enter into contractual agreement with First 5 LA. If not outlined in the Bylaws, a Board Resolution or Partnership Agreement
must be submitted, as applicable, that indicates signature authority unless applicant is a sole proprietor. Omission of the form will constitute an incomplete proposal and may be grounds for disqualification. The awarded applicant will be required to submit an original prior to contracting.

G. Bylaws (if applicable)

H. Articles of Incorporation (if applicable)

I. Business License (if applicable)

J. IRS Account Determination Letter (if applicable; for non-profits)

Failure to submit all required documents will constitute an incomplete proposal and may be grounds for disqualification. In order to respond to this RFQ, please complete and submit your application and all required documents below to First 5 LA no later than April 25, 2014. Applications received after this deadline will not be considered. It is the responsibility of the applicant to ensure, prior to submission, that their proposal reflects the requirements of this solicitation.

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 will all of the provisions in the attached sample contract (See Sample Contract, Appendix F).

A. Conflict of Interest

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

B. Compliance

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

C. Contract Information

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

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

3. The COMMISSION reserves the right, after contract award, to amend the resulting contract, scope of work, and any other exhibits as needed throughout the term of the contract to best meet the needs of the COMMISSION.
4. The COMMISSION reserves the right to request additional financial information to verify applicant’s past and current financial status. This information includes, but is not limited to: the most recent independent audit, Cash Flow Statement, Statement of Activities (Income Statement), and Statement of Financial Position (Balance Sheet).

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

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

7. 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 the Commission’s Board approval of the negotiated scope of work and budget. Any performance of services commenced prior to obtaining all written approvals by First 5 LA shall be considered voluntary.

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

- Litigation and Contract Compliance Form
- By-laws (if applicable)
- Articles of Incorporation (if applicable)
- Signature Authorization Form
- Annual Independent Audit for prior fiscal year or calendar year (if applicable)
- Appropriate business licenses (for vendors or private organizations)
- IRS Letter of Determination (if applicable)
- Completed IRS Form W-9
- Memorandums of Understanding (for any sub-contractors, collaborators, and/or partners)
- Certificates of Insurance for all insurance requirements outlined in the contract.

9. Per the COMMISSION’s Policy and Guidelines for Hiring Consultants, the total composite rate for a consultant may not exceed $150 an hour. This means that the total cost of billable hours and other costs associated with a contract divided by the total number of hours billed must be equal to or less than the maximum hourly rate. 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). Please note that any other costs (e.g. equipment, travel, and supplies) must be included when dividing the total number of hours.

10. The selected contractor/s will be required to adhere to all contractual obligations as outlined in this document, including the First 5 LA Contract (See Sample Contract). The selected applicant shall be expected to execute the contract without substantive alteration. If applicant cannot accept the terms of the contract without substantive alterations, the applicant should refrain from applying. It is imperative that all applicants review the contract language in detail and fully understand contractual obligations should they be selected.

XI. APPEALS POLICY

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

All appendices are included as separate attachments.

APPENDIX A: Budget Forms
APPENDIX B: Signature Authorization Form
APPENDIX C: Litigation and Contract Compliance Form
APPENDIX D: RFQ Submission Checklist
APPENDIX E: Level II Review Tool
APPENDIX F: Sample Contract
APPENDIX G: Performance Matrix
APPENDIX H: Quality Assurance Checklist