FIRST 5 LA
DATA SYSTEM TO SUPPORT WELCOME BABY AND SELECT HOME VISITATION PROGRAMS
REQUEST FOR QUALIFICATIONS
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I. WELCOME BABY AND SELECT HOME VISITATION MODELS PROJECT DATABASE RFQ TIMELINE

A. Proposal and Review Timeline

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>RFQ Released</td>
<td>September 19, 2012</td>
</tr>
<tr>
<td>Interested bidders webinar</td>
<td>September 25, 2012</td>
</tr>
<tr>
<td>Final date to submit questions and requests for additional information</td>
<td>September 28, 2012</td>
</tr>
<tr>
<td>Posting of responses to questions</td>
<td>October 2, 2012</td>
</tr>
<tr>
<td>Application Due:</td>
<td></td>
</tr>
<tr>
<td>Online applications plus all forms</td>
<td>October 15, 2012</td>
</tr>
<tr>
<td>One (1) original and signed copy of First 5 LA’s “Application Checklist”, “Signature Authorization” and “Agency Involvement in Litigation and/or Contract Compliance Difficulties” forms sent or delivered to First 5 LA</td>
<td>October 15, 2012 by 5:00 pm PDT NO EXCEPTIONS</td>
</tr>
<tr>
<td>Review application packet for completeness (Level 1)</td>
<td>October 15, 2012</td>
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<tr>
<td>External Review (Level 2)</td>
<td>October 15-26, 2012</td>
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<tr>
<td>External Review (Level 3)</td>
<td>October 29- November 2, 2012</td>
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<tr>
<td>Audit Review (Level 4)</td>
<td></td>
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<tr>
<td>Finalists notification</td>
<td>November 2, 2012</td>
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<tr>
<td>Finalist presentations and interviews</td>
<td>November 12-16, 2012</td>
</tr>
<tr>
<td>Award notification</td>
<td>November 28, 2012</td>
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<tr>
<td>Board of Commissioners Approval</td>
<td>January 10, 2013</td>
</tr>
<tr>
<td>Contract Start Date*</td>
<td>January 14, 2013</td>
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</tbody>
</table>

*Dates listed in timeline are subject to change at First 5 LA’s sole discretion.

B. RFQ Questions

All questions and requests for additional information related to this RFQ must be submitted via email before 5 p.m. on September 28, 2012 to Mario Snow (msnow@first5la.org). All requests to attend the Interested Bidders Webinar on September 25, 2012 should be sent to the same email address. To ensure that all potential applicants receive the same information, questions and responses will be posted on the RFQ webpage. Generally, questions will be responded to on an
ongoing basis. Responses to all questions submitted on or before the **September 28, 2012** deadline will be posted no later than **October 2, 2012**. First 5 LA reserves the sole right to determine the timing and content of the responses to all questions and requests for additional information.

While it is First 5 LA’s desire to execute the Contract with a January 14, 2013 start date, all dates are subject to change at First 5 LA’s sole discretion. Please do not contact First 5 LA for status updates on your proposal.

II. **BACKGROUND**

A. **First 5 LA — “Champions for Our Children”**

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

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

B. **The First 5 LA FY 2009-2015 Strategic Plan**

In 2009, First 5 LA’s Board of Commissioners adopted a new strategic plan to guide its investments through June 2015. The plan, *Strengthening Families and Communities in L.A. County*, marked a significant evolution in First 5 LA’s approach to grant-making. In addition to a countywide approach that focuses on policy change, public education, workforce development and other strategies, the strategic plan also commits a sizeable portion of funds to improve the well-being of children in specific geographic communities.

The Commission selected 14 *Best Start* communities based on lessons learned from First 5 LA’s first decade and research, which shows that the role of safe and supportive neighborhoods is just as important to a young child’s quality of life as supportive and informed parents and caregivers.

This combined place-based and countywide approach allows the Commission to concentrate its limited resources in areas of high need and to sustain those efforts over time. The strategic plan will allow First 5 LA to continue focusing on strengthening families while deepening our commitment to fostering a community’s ability to create and sustain safe and nurturing places for children to grow.
In the Strategic Plan, the Commission identified a pathway for our investments that leads to our desired outcomes for children, families and communities in our four goal areas.

**Figure 1: First 5 LA Prioritized Pathway**

The Place-Based Approach, *Best Start*

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

Parents, civic and business leaders, members of the clergy, representatives from community-based organizations and others are working together to develop partnerships within
each of the 14 communities this fiscal year. Each community partnership will submit proposals to the First 5 LA commissioners for future investments.

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

Countywide Approach

The strategic plan also outlines the critical role of strong, coordinated and responsive systems in supporting families and improving outcomes for children prenatal through age 5. These systems include the actual structures through which health and human services are provided in L.A. County, as well as less formalized systems. By focusing on countywide systems improvement and change, strategic plan investments can have a widespread impact on children across the county, while, at the same time, helping to improve the sustainability of the place-based approach and outcomes. First 5 LA understands that enduring systems changes are most successful when they are informed by — and grow out of — close-to-the ground, culturally competent, community-based and resident-driven models for strengthening families, such as those we will be supporting in the Best Start communities.

The countywide approach is a comprehensive effort through a variety of programs, strategies and initiatives. For example, First 5 LA is launching nearly two dozen commissioner-developed investments in areas such as autism identification and service referrals; early child care and education workforce development; nutrition and physical activity programs for families and child care facilities and parental support projects. In addition, among other strategies, First 5 LA continues to strive for increased access to health care and insurance for pregnant women, children and their families; provide telephonic or online and printed resource directories for families and support and enhance the impact of our investments with effective, strategic partnerships and leveraging social and financial capital via our newly-developed Community Investments Department.

C. First 5 LA FY 2009-2015 Revised Accountability Framework

First 5 LA’s 2009-2015 Strategic Plan represents a comprehensive and far-reaching approach to achieving our goal of enhancing the lives of expectant parents, children prenatal through five, and the families of those young children. In its first twelve years of working in L.A. County, First 5 LA has funded a wide array of direct services programs and has supported efforts to build the capacity of our partners. Our intent has been not only to develop, implement and improve grant making programs, but also to sustain the positive changes our grantees are making in the lives of the children and families they serve.

First 5 LA’s approach to Accountability and Learning must be similarly thorough, far-reaching and comprehensive. We must have the data and analytical tools in place to know not only what works, but why it works and how it can be improved upon. The Revised Accountability and Learning Framework reflects our approach to evaluating the effectiveness of First 5 LA’s work and our objective of providing the most thorough, useful and relevant information to our many internal and external stakeholders.

Our work is structured around the following four broad categories:
I. Program evaluations  
II. Data and research projects  
III. Dissemination of findings  
IV. Learning and improvement

In addition, the Research and Evaluation department has a number of important and ongoing goals, including the development of data sources, building the evaluation capacity of our colleagues and partners, and promoting and highlighting the work of the Commission. Central to these goals are the following working objectives:

- **Evaluate:** design and conduct appropriately rigorous evaluations of all First 5 LA programs, investments and strategies.
- **Share:** provide high quality and timely findings to commissioners, grantees, staff and external audiences. Promote the use of findings for program planning and improvement, policy development and acquisition of content knowledge.
- **Build Capacity:** build the capacity of First 5 LA staff, commissioners, grantees, and research partners to understand, generate, and effectively use data.
- **Develop Data:** support and improve upon existing data infrastructures and data sources. Promote data sharing, and development of data sharing policies for population-based and administrative data relevant to the 0-5 population.
- **Develop Expertise:** conduct original research on commission relevant issues and regularly consult with experts in the field. Cultivate our own expertise on research findings and outcomes relevant to First 5 LA investments and the 0-5 population in L.A. County.

III. PROJECT OVERVIEW

In spring 2013, First 5 LA in its implementation of the Welcome Baby and Select Home Visitation Program will be working with approximately 9 hospitals and 28 community based organizations (CBOs) to collect, share, and report data on a few thousand mothers, babies and families who are participating in the program. First 5 LA needs a data system that can provide a high level of security, stability, and safety for these data and all the transmissions to collect and report the data. The goals and strategies outlined in the First 5 LA Strategic Plan and the objectives in the Accountability and Learning Framework guide the development and implementation of the Welcome Baby and Select Home Visitation Programs and the systems that support it, such as the data system to support this program.

The Welcome Baby Program has been piloted for the past two years in the First 5 Metro LA Best Start Community. This pilot implementation only included the Welcome Baby component and not the Universal Assessment and Select Home Visitation components. The Welcome Baby pilot has collected data in a web-based database for the past two years, most of these data will need to be migrated over to the new data system. First 5 LA prefers that the data system contractor First 5 LA selects has experience working with hospitals and CBOs (preferably home visitation providers). The data system provider is required to be able to deliver a secure, stable, and safe data system that meets the requirements outlined in this RFQ.
A. Family Strengthening Strategies, Welcome Baby and Select Home Visitation Program

Providing families access to high quality interventions is an essential component to improving child and family outcomes. To that end, the strategic plan calls for a continuum of direct services that begin at pregnancy and continue through the child’s first five years for the purpose of strengthening families and maximizing child development. Strategies such as home visitation, case management and parent education are designed to impact the most fundamental influence on the lives of young children: their families. Stable, safe and reliable relationships with adults and caregivers are a critical factor in children’s optimal development and well-being. These strategies present a valuable opportunity to build relationships and trust with families so that parents have the opportunity to receive relevant information about their role as the primary caregiver and connect to services available to them in their community. The family strengthening strategies consist of services such as breastfeeding support and developmental screenings to be provided directly to families with home visitation as a centerpiece for the provision of parent engagement, education and support.

The Family Strengthening Strategies begin with engaging families through a home visitation program known as Welcome Baby. Welcome Baby was designed to serve as an outreach to families living within the 14 Best Start Communities (see “The Place-Based Approach, Best Start,” p. 5) at strategic points in time during pregnancy, birth, and postnatally. The aim of the program is to provide some primary health prevention and parent education information, and to invite and welcome families into an array of services and support elements developed in their community. In addition to these core elements, families would receive information and support during each visit on topics such as breastfeeding, home safety, the importance of establishing a medical home, well-child visits and immunizations, smoking cessation, crying patterns, parent-to-child temperament, and post-partum depression. Families residing within a Best Start Community will be eligible for up to nine Welcome Baby engagement points: three times prenatally, once at the hospital, and five times after the baby’s birth.

The strategic plan includes a systematic and universal countywide strategy to support all new parents at the birth of their child. This countywide strategy includes the application of a universal screening at a Welcome Baby-participating hospital to be conducted with parents upon the birth of their newborns. All families delivering at participating hospitals, regardless of place of residence, will receive a Welcome Baby hospital visit, which includes the universal screening. Families that live outside of the 14 Best Start Communities and identified as needing more support and services through the universal screening at the hospital visit will receive additional home visits. In this way, families residing within and outside of the Best Start Communities will benefit in different ways from Welcome Baby.

Although it is anticipated that Welcome Baby will be sufficient to support the majority of pregnant women and new parents in these communities, a significant proportion of parents (perhaps 30% or more of those assessed) will need more intensive support. Best Start families facing significant challenges will be able to successfully engage and benefit from voluntary, intensive home visitation. Each Best Start Community will be responsible for assessing existing community resources, community strengths and needs and selecting at minimum one of the following, more intensive, Commission-approved Select Home Visitation Program Models to be implemented in their community:
• Healthy Families America
• Parents as Teachers
• SafeCare
• Triple P (Positive Parenting Program)

Once implemented, the Select Home Visitation Program will be the primary service referral for those families requiring more intensive support. Although other less intensive parent education and support services may be available in the community, the goal is to develop a sufficient network of high quality evidence-based models to serve as the primary resource for high-risk pregnant women and new parents.

The first RFP issued by First 5 LA for the Welcome Baby program was open to community based organizations, hospitals, or medical providers that were participants in the Healthy Births Collaborative (http://www.first5la.org/Healthy-Births) and qualified through a First 5 LA threshold review to implement universal home visitation services. Welcome Baby began as a pilot in 2009 working through two primary organizations: 1) California Hospital Medical Center (CHMC) and its Hope Street Family Resource Center and; 2) Maternal and Child Health Access (MCHA). CHMC was the designated birthing hospital for the pilot (Metro LA) community and implemented the hospital visit. MCHA is a community-based organization located in downtown Los Angeles and led the home visiting component. In June, 2012, First 5 LA approved 24 hospitals eligible to enter into a strategic partnership to expand the implementation of Welcome Baby. The targeted hospitals eligible for First 5 LA’s strategic partnership are:

1. Antelope Valley Hospital
2. Beverly Hospital
3. Centinela Hospital Medical Center
4. Citrus Valley Medical Center-Queen of the Valley Campus
5. Garfield Medical Center
6. Good Samaritan Hospital
7. Greater El Monte Community Hospital
8. Kaiser Permanente: Baldwin Park Medical Center
9. Kaiser Permanente: Panorama City Medical Center
10. Kaiser Permanente: South Bay Medical Center
11. Providence Little Company of Mary Medical Center San Pedro
12. Long Beach Memorial Medical Center (Miller Children’s Hospital of Long Beach)
13. Memorial Hospital of Gardena
14. Monterey Park Hospital
15. Northridge Hospital Medical Center
16. Pacific Alliance Medical Center
17. Pacific Hospital of Long Beach
18. Providence Holy Cross Medical Center
19. Hollywood Presbyterian Medical Center
20. St. Mary Medical Center
21. St. Francis Medical Center
22. Torrance Memorial Medical Center
23. Valley Presbyterian Hospital
24. White Memorial Medical Center
B. **Welcome Baby Data System Background**

First 5 LA contracted with the LA Best Babies Network (LABBN) in 2007 to administer and oversee the pilot for *Welcome Baby*, and develop a data management and information system to collect, track, and monitor program related data. LABBN utilized the Data Collection, Analysis and Reporting (DCAR) system, already in use by other First 5 LA grantees, to develop a database for *Welcome Baby*. The database was largely completed before the implementation of the *Welcome Baby* pilot by CHMC and MCHA in 2009. A July 2011 evaluation report of the pilot from Urban Institute indicated that both F5LA and the DCAR contractor had worked hard to adjust the system to be more responsive to grantee needs since implementation began. However, challenges remained in creating a user-friendly format that also supported program management functions, including scheduling and caseload management.

The data system that is the focus of this RFQ will replace the current system (DCAR) being used to support the pilot implementation. This system was created to provide data to First 5 LA and its grantees to capture grantee-level information and allow for the reporting of data to First 5 California. DCAR was developed by Andrew J. Wong Incorporated in 2003 and has undergone many revisions to date. The DCAR system also provides evaluation tools for First 5 LA, while providing grantees with the ability to create their own forms to conduct surveys and analyze their own activities. DCAR includes data collection and reporting tools, as well as databases for the following First 5 LA programs/initiatives (as of mid-2012):

- Family Literacy
- Healthy Births (including LA Best Babies Network (LABBN)'s Care Quality Registry)
- Partnerships For Families
- School Readiness
- *Welcome Baby*

C. **Data Systems and Technology at First 5 LA**

In 2010, a Data Systems Integration (DSI) team made up of representatives from all First 5 LA departments was convened to determine what major information- and data-related activities are required throughout the organization to meet First 5 LA Strategic Plan goals. The DSI team hired an Information and Technology Planning Consultant to help our organization match First 5 LA’s technology investments with its information needs and create a five-year technology plan to assist in reconfiguring the existing technology systems to meet needs for both current and new information and data for the entire organization.

IV. **SCOPE OF WORK/STATEMENT OF WORK**

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1 This is the link to the evaluation report conducted by the Urban Institute: [http://www.first5la.org/files/07502_BSMLAAnnualOutcomesYr2_Final_11042011.pdf](http://www.first5la.org/files/07502_BSMLAAnnualOutcomesYr2_Final_11042011.pdf)

2 Only the *Welcome Baby* and Select Home Visitation programs will be supported by the data system requested through this RFQ; the remaining projects collecting data through DCAR will continue to do so for the immediate future.
A. The Welcome Baby and Select Home Visitation Models Database: Overview of Major Tasks and Deliverables

In order to successfully fulfill the role of the Welcome Baby and Select Home Visitation Models Projects data system provider, First 5 LA expects the contractor to complete, at minimum, the tasks outlined below. The tasks are separated into two different Scopes of Work. Each scope of work will have an accompanying budget, templates are included in Appendices C, D, and E.

The first Scope of Work (Deliverables-Based) includes all those items for which First 5 LA has designated deliverables to be completed by the data system contractor and given to First 5 LA and for which the data system contractor will quote a fixed price for completing the deliverable. The scope of work for the first year will include all Tasks DB-A – DB-F. The scopes of work for the second and third years should include Tasks DB-A – DB-E both for all hospitals and CBOs that begin providing services through Welcome Baby and the Select Home Visitation Models Program in those years, and for a planned development update to the data system for either performance improvements or additional data entry or reporting enhancements. For each year of the Scope of Work, use the Deliverables-Based Scope of Work tasks and deliverables listed below to fill-in the Scope of Work Template and further list the objectives, activities, subtasks, staff assignment, timeline and deliverables.

The second Scope of Work (Time and Materials-Based) includes all those items First 5 LA would like to have estimated based on a time and materials basis. These tasks are expected to be included in a scope of work for the first year of the contract and completed within the first year of the contract. The scope of work for the first year will include all Tasks TMB-A – TMB-D. The scopes of work for the second and third years should include Tasks TMB-A and TMB-D only. For each year of the Scope of Work, use the Time and Materials-Based Scope of Work tasks and deliverables listed below to fill-in the Scope of Work Template and further list the objectives, activities, subtasks, staff assignment, timeline and deliverables.

Deliverables-Based Scope of Work (DB)

Task DB-A: Collect all necessary technical requirements and database specifications necessary to begin building the data system.

<table>
<thead>
<tr>
<th>Task DB-A</th>
<th>Deliverables</th>
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<tbody>
<tr>
<td>1. Review background documents and meet with First 5 LA staff to refine the final scope of work</td>
<td>DB-A1. Revised scope of work</td>
</tr>
<tr>
<td>2. Meet with First 5 LA staff, LA County staff, and relevant grantees to review and understand the technical requirements and specifications of the database.</td>
<td>DB-A2. Meeting summary memo</td>
</tr>
<tr>
<td>3. Confirm with First 5 LA and relevant grantees that the technical requirements and specifications can be built into the system in a way acceptable to First 5 LA and those grantees.</td>
<td>DB-A3. Present visuals (screenshots or walk-throughs) of how these requirements and specifications will look in the data system.</td>
</tr>
<tr>
<td>4. Discuss timeline for building the data</td>
<td>DB-A4. Timeline for building and rolling out</td>
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system and rolling it out to the first and subsequent sites.

**Task DB-B: Coordinate with necessary hospitals and community based organizations to facilitate connecting them with the new data system (this will be repeated each time a hospital or set of hospitals begins working on this project).**

<table>
<thead>
<tr>
<th>Task DB-B</th>
<th>Deliverables</th>
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| 1. Meet with First 5 LA staff and relevant grantees (hospitals and CBOs) to discuss how the data system will integrate with their current systems (if applicable) and to present to the grantees the capabilities of the data system. | DB-B1. Packet of materials for grantees that highlights the features of the specific data system we will deploy.  
DB-B2. Timeline for grantees that describes the milestones for rolling out the data system. |
| 2. Confirm with First 5 LA and relevant grantees our collective understanding of how the data system will connect (or not) with their existing systems. Review the components of a data sharing agreement between the relevant parties. | DB-B3. Summary memo for grantees  
DB-B4. Data sharing agreement with standard elements included in all agreements but also customized as necessary for each hospital and CBO.  
DB-B5. Script for extracting the data from the hospital database and uploading it into First 5 LA data system.  
DB-B6. Confirmation from hospital and First 5 LA that the data transfer worked correctly. |

**Task DB-C: Build the data system**

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<thead>
<tr>
<th>Task DB-C</th>
<th>Deliverables</th>
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<tbody>
<tr>
<td>1. Provide First 5 LA with a final set of technical requirements and specifications based on conversations with First 5 LA and grantees.</td>
<td>DB-C1. Final list of technical requirements and specifications.</td>
</tr>
<tr>
<td>2. Development of the data system</td>
<td>DB-C2. Provide First 5 LA monthly progress reports on status of development of the data system, including testing results.</td>
</tr>
<tr>
<td>3. When enough of the data system has been developed, provide First 5 LA staff with user IDs so they can review progress and begin to add in customizations as necessary.</td>
<td>DB-C3. First 5 LA staff user IDs</td>
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**Task DB-D: Deploy the data system**

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<thead>
<tr>
<th>Task DB-D</th>
<th>Deliverables</th>
</tr>
</thead>
</table>
| 1. Roll out the data system to the first hospital and the CBOs that will be working with the hospitals.  
a. Provide onsite training to hospital | DB-D1. Training materials for the hospital and CBOs.  
DB-D2. User IDs for hospital and CBO staff. |
| 2. Work with IT staff to monitor any issues with the deployment of the data system with the first hospital and accompanying CBOs | DB-D3. Provide First 5 LA with a summary of issues that were identified with the initial roll out and provide solutions for addressing each issue. |
| 3. Work with First 5 LA to identify the next hospitals and CBOs to begin using the data system. | DB-D4. Provide First 5 LA with an updated timeline (DB-A3) of rolling out the system. |

**Task DB-E: Provide ongoing training and technical assistance on the data system.**

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<tr>
<th>Task DB-E</th>
<th>Deliverables</th>
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| 1. Provide ongoing training and training resources to First 5 LA and grantee staff | DB-E1. Training materials  
DB-E2. In-person and web-based training and technical support.  
DB-E3. Quarterly data system user group meetings |

**Task DB-F: Migrate existing data from DCAR and deploy the new data system with the hospital and CBO using those data.**

<table>
<thead>
<tr>
<th>Task DB-F</th>
<th>Deliverables</th>
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| 1. Meet with First 5 LA and relevant grantee staff to assess what existing data will be migrated over to the new data system. | DB-F1. Summary memo of the steps necessary for migrating the data over to the new data system, including a timeline.  
DB-F2. Develop a cross-walk of the data coming into the new data system |
| 2. Migrate the existing data to the new system. | DB-F3. Data migrated to new data system.  
DB-F4. Provide First 5 LA and grantees with reports from the system that verify the validity of the data that moved to the new data system. |
| 3. Deploy the new data system with the hospital and CBO using the migrated data. | DB-F5. Provide hospital and CBO staff with user IDs and schedule them for a formal training. |

**Time and Materials-Based Scope of Work (TMB)**

**Task TMB-A:** Setup hosting site, hardware, software, and internet.

**Task TMB-B:** Development of home visitation models not already developed by data system contractor.

**Task TMB-C:** Development of Targeted Case Management (TCM) and Medical Assistance Administration (MAA) billing modules.

**Task TMB-D:** Annual licensing and application support.
V. ELIGIBILITY

Applicants must have the qualifications, experience and ability to successfully carry out the Welcome Baby and Select Home Visitation Program data system (See the list of qualifications in Section X below). Applicants should have the capacity to work throughout Los Angeles County. The ideal applicant(s) will have experience with home visitation programs (e.g., Healthy Families America, Triple P, Parents As Teachers, SafeCare) and perinatal case management work in hospitals; experience collecting and reporting info for MAA and TCM billing; demonstrated ability to customize and deploy large-scale web-based data systems; and the financial and organizational capacity to manage the considerable scope of the project.

VI. PROJECT TERMS

A. Available Funding

The contractor will be compensated based on the project budget developed during the contracting period. The contractor will be compensated as major deliverables are completed, submitted and accepted by First 5 LA. The contractor is responsible for supplying all business equipment needed to implement the tasks below (e.g., computer, printer, fax, internet access, etc.). The total allocation for this project is not to exceed $500,000 for year 1, and $400,000 for year 2, and $400,000 for year 3, including maintenance, support, licenses, and hosting. It is First 5 LA policy that the composite hourly rate including all direct and indirect expenses for IT contractors may not exceed $200 per hour. Refer to section C, number 9 under Contractual Considerations for more information about composite rates. The funding for years 2 and 3 is subject to approval by First 5 LA's Board of Commissioners. The applicant will be expected to allocate funds within their annual budgets that allow for the completion of all described tasks over the three years of the project using the funds available within each of the fiscal years. It is expected that proposed budgets will be clearly justified in the budget narrative and will be appropriate to the work proposed.

B. Deliverables-Based and Time and Materials-Based Payment Structure

The contracts that are developed with the successful bidder for this RFQ will include both a deliverables-based contract and a time and materials-based contract. For the deliverables-based contract, the contractor will be paid according to deliverables. The selected contractor will be paid per deliverable, contingent on First 5 LA approval of the deliverable. The contractor will assume any risk from contract or project delays. If any deliverable is only partially achieved, First 5 LA reserves the right, in its sole discretion, to prorate the contract price accordingly, but only to the extent such partial deliverable meets the approval of First 5 LA and is useful to First 5 LA. For the time and materials-based contract the data system contractor can invoice First 5 LA on progress made toward completing the work on those tasks, on a monthly basis.

The contractor is responsible for all expenses related to any subcontracted services. Details related to any services that will be subcontracted must be outlined in the scope of work and work plan. The final scope of work and budget will be determined during the contract development and negotiation process. Funds will be disbursed through invoices based on
deliverables (for the deliverables-based contract) and based on progress made on tasks (for the
time and materials-based contract).

C. Contract Period
The Commission expects to enter into a multi-year award with the selected contractor. It is
anticipated that contractor services for this Welcome Baby and Select Home Visitation Programs
Database shall commence on approximately January 14, 2013 and conclude on December 31,
2015. If selected, the contractor will be awarded contracts annually and budgets, scopes of work
and any other related contractual documents will be negotiated on an annual basis to coincide
with the annual contract renewal process.

VII. PROPOSAL REQUIREMENTS

In order to respond to this RFQ, please complete and submit your proposal and all required
documents to First 5 LA no later than **5:00 PM PDT on October 15, 2012.** Applications
received after this deadline will not be considered.

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

Attention: Welcome Baby and Select Home Visitation Program Database
RFQ
Craig A. Steele, Interim Chief Executive Officer
First 5 LA
750 N Alameda Street
Los Angeles, CA 90012

VIII. PROPOSAL PACKAGE MATERIALS

1. **Proposal narrative** describing the contractor’s experience, qualifications and proposal
for how to address the data collection, tracking and reporting needs of the Welcome Baby
and Select Home Visitation Models Project. The proposal narrative should include all of the
following:

- **Contractor overview:** provide an overview of the firm; its client base; years in
  business; location; a brief description of the team, and their tasks and approximate level
  of effort for each of the 3 years of the project, who will work on this project; and why
  the contractor believes they are a good match for this project. Also describe any
  experience your company has with working with hospitals and health organizations
  within LA County. (3 pages max)

- **Experience with deployed systems:** provide examples of deployed systems (similar
  in size and scope) executed by the contractor team, if you have experience deploying
systems that are using any of the First 5 LA Commission-approved home visitation models (Healthy Families America, Triple P, Parents As Teachers, or SafeCare) and if you have experience submitting Medical Assistance Administration (MAA) and Targeted Case Management (TCM) invoices, include that information in the examples. (3 pages max)

- **Approach for requirements:** describe your approach for reviewing, re-validating and finalizing the requirements for the system (2 pages max)

- **System development:** describe the methodology you will use to customize, test, and deploy the system to meet the First 5 LA Welcome Baby requirements and then to roll out the system to all users. Provide specifications on what software will be used for each component of the data system (transactional database, data warehouse, and client workstation), and what the technical requirements are for the PCs (this includes tablets) that will connect to the system for data collection and reporting, including required internet connection speed. Describe the process for user acceptance testing. (3 pages max)

- **Ease of system administration:** list the features of the application administration function that would allow us to make changes to (e.g., data validation, adding new data fields) and what changes would require your staff to make the changes and provide a couple examples of items that would require a short (less than a day) and long (more than a week) amount of time to modify. Explain how you will address changes to the data warehouse/datamart when there are changes to the transaction database. (2 pages max)

- **Data migration:** describe the process you will use to migrate the data in our existing system (DCAR) to the new database. (2 pages max)

- **Training and ongoing technical assistance:** describe how you will train the users (all levels) on the system initially and as new staff are brought onto the project. Also explain how you will provide ongoing maintenance and technical assistance for day-to-day technical issues for the three years of the contract, including what system documentation will be provided to First 5 LA. (3 pages max)

- **Statistics on system performance:** provide system availability and performance information, including throughput and response time. (1 page max)

- **Hosting and data recovery:** Provide information on the location and type of hosting site, back-up and recovery (simple and disaster scenarios) procedures and time to recovery. (2 pages max)

2. **Database technical requirements** In Appendix A we have listed the technical requirements we have for the system we are requesting. Insert these requirements into a document and provide the following:
   a. **Identify whether each requirement has (select one for each requirement):**
      i. Been part of an existing implementation for at least one of your clients for at least 1 year
      ii. Been part of an existing implementation for at least one of your clients for less than 1 year
      iii. Not been part of an existing implementation for one of your clients
   b. Provide a brief description for requirement on how you plan to address these items. If the requirement has been part of a live data system implementation for more than 1 year, minimal description is necessary (8 pages max)
3. **Scope of work** providing an annotated list of all major activities listed in section IV, the months when those activities will be in process and the estimated completion dates. See Appendix C for a Scope of Work.

4. **Proposed budgets and budget narratives** this will be a fixed-price, deliverables-based and time and materials-based contract. Please follow the budget formats provided in Appendices D and E and provide Budget Narratives that describe each line item in the budget for all three years of the proposed contract, show each year separately. The selected contractor will be paid a **predetermined** price for the deliverables provided to First 5 LA, contingent on First 5 LA approval. The contractor will assume any risk from contract or project delays. The budget should be created based upon the assumptions set forth in this RFQ. Costs should be estimated based on the deliverables outlined in Section V.

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

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

**IX. ADDITIONAL REQUIRED DOCUMENTS**

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 **October 15, 2012 at 5:00 PM PDT.** Applications received after this deadline will not be considered.

- **Data model:** Soft copy of physical DDL (create table and index statements only) or legible hard copy of physical data model at column level for transaction database and data mart/warehouse. Legible logical data model (if available) at column level broken out by subject area for the transaction database and by data mart for data warehouse.

- **Data dictionary:** The data dictionary that lists all the data fields in the database for each data environment (transaction database and data warehouse database) and the business definitions with sample values should be included.

- **Reports:** List of all reports that will be included in the first version of the system

- **Assessment and screening tools:** List of all assessment and screening tools that will be automatically included in the first version of the system, do identify which tools you have licensing agreements for and have item-level data entry screens, and which don’t have licensing agreements and only have summary-level data entry screens.
• **Agency Involvement in Litigation and/or Contract Compliance Difficulties:** Please read the information on the required Agency Involvement in Litigation and/or Contract Compliance Difficulties form thoroughly and include one (1) original SIGNED with BLUE INK copy by the application deadline. 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.

• **Signature Authorization Form (1 original SIGNED with BLUE INK):** 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. Applicants must submit one original form signed in blue ink. Omission of the form will constitute an incomplete proposal and may be grounds for disqualification.

• **Annual Independent Audit (if applicable):** All documents and materials submitted in response to this RFQ shall become property of the COMMISSION and subject to public disclosure, unless marked “proprietary”.

• **Memorandum of Understanding (only applicable if you have subcontractors)**

• **By Laws (if applicable)**

• **Articles of Incorporation (if applicable)**

• **Business License (if applicable)**

• **List of Board of Directors or Partners (if applicable)**

Questions and information requests can be submitted to:

Mario Snow, Senior Research Analyst  
First 5 LA  
750 N. Alameda Street, Suite 300  
Los Angeles, CA 90012  
Phone: 213-482-9487  
E-mail: msnow@first5la.org

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A. Application Checklist

<table>
<thead>
<tr>
<th>Application Checklist</th>
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<tbody>
<tr>
<td>Both the electronic version and the paper original (as indicated below) must be submitted to First 5 LA by <strong>October 15, 2012 by 5:00 PDT</strong>. Failure to submit any required items</td>
</tr>
</tbody>
</table>
may result in disqualification. All narrative materials (does not include the data model) must use 12 pt font, and use margins that are no less than 1 inch in width.

- Proposal narrative (21 pages max)
- Database technical requirements (10 pages max)
- Scope of work
- Proposed budgets and budget narratives
- References (minimum of three, maximum of five)
- Résumé(s) or CV(s) of KEY staff to be dedicated to this effort (no page limit)
- Data model (no page limit)
- Data Dictionary (no page limit)
- Reports (only a LIST of the reports, no page limit)
- Assessments and screening tools (only a LIST of these tools)

**Agency Involvement in Litigation and/or Contract Compliance Difficulties Form**
- One original signed in **BLUE INK** received at First 5 LA by RFQ deadline
- One electronic copy uploaded with the online application

**Signature Authorization Form**
- One original signed in **BLUE INK** received at First 5 LA by RFQ deadline
- One electronic copy uploaded with the online application

- Annual Independent Audit
- Memorandum of Understanding (only applicable if you have subcontractors)
- By Laws (if applicable)
- Articles of Incorporation (if applicable)
- Business License (if applicable)
- List of Board of Directors or Partners (if applicable)

Applications must be submitted online at [http://www.first5la.org/Funding-Center](http://www.first5la.org/Funding-Center).

**X. REVIEW CRITERIA AND SELECTION PROCESS**

**A. General Requirements**

Contractors with experience in deploying case management data systems are encouraged to apply. In order for applications to be considered acceptable and eligible for award they must be prepared in accordance with the instructions given in this solicitation. In addition, applicants must review the First 5 LA Sample Contract in Appendix B. It is imperative that all applicants
review the contract language in detail and fully understand contractual obligations should they be selected as the contractor for this project. The selected applicant shall be expected to execute the contract without substantive alteration. All data and information collected in the course of this contract, in whatever form, shall be the sole property of the First 5 LA.

B. Review Criteria

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 review and score proposals (See the review tools in Appendices I and J for further detail):

1. **Contractor Overview**

   This section reflects the extent to which the applicant has an established business, has a large client base, has experience working within LA County and has experience working with data collected by First 5 California counties.

2. **Experience with deployed systems**

   This section reflects the extent to which the applicant has experience with projects that have a similar size and scope and has deployed case management systems similar to those necessary for the First 5 LA select home visitation models (Healthy Families America, Triple P, Parents As Teachers, SafeCare). Contractor should highlight those data system implementations where the system billed for reimbursements through the Medical Assistance Administration (MAA) and Targeted Case Management (TCM).

3. **Approach for requirements**

   This criterion reflects the extent to which the applicant’s proposal demonstrates a well thought through method of reviewing, re-validating and finalizing the requirements for the data system.

4. **System development**

   This criterion reflects the extent to which the applicant’s proposal identifies a well thought out process of working with First 5 LA to customize, test and deploy the new data system to meet our requirements.

5. **Ease of System Administration**

   This criterion reflects the extent to which the applicant’s proposal addresses First 5 LA’s need to allow users with the appropriate access to be able to make simple modifications to the data entry screens or reports without causing problems for the overall data system and without requiring assistance from the contractor.

6. **Data migration**
This criterion reflects the extent to which the applicant's proposal demonstrates a solid understanding of how to migrate data.

7. **Training and Ongoing Technical Assistance**

This criterion reflects the extent to which the applicant’s proposal describes good training and technical assistance practices that will ensure that all First 5 LA and grantee staff will be trained well and supported when they need to contact the applicant for assistance.

8. **Statistics on system performance**

This criterion reflects the extent to which the applicant’s proposal shows their current systems have excellent up time and perform well under the load of many users.

9. **Hosting and data recovery**

This criterion reflects the extent to which the applicant’s proposal demonstrates that they have an existing hosting site they have worked with in the past and that provides a co-location facility.

10. **Database technical requirements**

This criterion reflects the extent to which the applicant’s proposal demonstrates that they can build the data system that First 5 LA is requesting. The technical requirements (in Appendix A) detail some of the important components First 5 LA wants built into the data system. The descriptions of how the applicant will address each of these technical requirements should be thorough enough to ensure that the system will have each of these components built into it.

11. **Scopes of work**

This criterion reflects the extent to which the applicant’s proposal demonstrates that their proposed Scope of Work addresses the needs outlined in the RFQ, the applicant can allot an adequate amount of time to each task and the applicant assigns the appropriate staff to the project.

12. **Proposed budgets and budget narratives**

Applicants submitting proposals must develop budgets that are in line with common business practices. 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 $200/hour (see detail in Contracting Considerations, number 9);

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. A total annual budget that does not exceed $500,000 for year 1, $400,000 for year 2, and $400,000 for year 3. It is expected that applicants’ budgets will be clearly justified in the budget narrative and will be appropriate to the work proposed.

C. Selection Process

First 5 LA will award the Welcome Baby and Select Home Visitation Program Database contract to an applicant based on the following multi-stage review process:

1. **Level 1 Review**: First 5 LA staff will review each application to ensure that basic requirements are met. Basic requirements include: timely receipt of all online and hard copy application requirements, adherence to required formats, and inclusion of all applicable attachments and forms. Proposals with omissions of any required documentation are subject to disqualification.

2. **Level 2 Review**: A minimum of three (3) external reviewers will review and score proposals (excluding the data model and data dictionary) using the Welcome Baby and Select Home Visitation Programs Database Proposal Review Tool posted with the RFQ (Appendix I). External reviewers will utilize the review tool exclusively to score proposals to alleviate the potential for bias. External reviewers are required to sign a Conflict of Interest and Confidentiality Statement. The contractors with the top 5 scores will proceed onto the level 3 review.

3. **Reference Checks**: Reference checks may be completed for applicants with the highest ranked proposals based on the external review process at the sole discretion of First 5 LA. Information obtained through reference checks will complement rankings resulting from the external review process. First 5 LA must be able to contact all references provided by the applicant. If any reference cannot be reached, First 5 LA may deem the applicant ineligible for this opportunity. See the Client Reference Form in Appendix F.

4. **Level 3 Review**: A minimum of three (3) external reviewers will review and score ONLY the data model and data dictionary components of the proposals using the Welcome Baby and Select Home Visitation Programs Database Proposal Data Model and Data Dictionary Review Tool posted with the RFQ (Appendix J). External reviewers will utilize the review tool exclusively to score proposals to alleviate the potential for bias. External reviewers are required to sign a Conflict of Interest and Confidentiality Statement. The scores from these level 3 reviews will be added to the scores from the level 2 reviews. The contractors with the top 3 scores will proceed onto the level 4 review.

4. **Level 4 Review**: The First 5 LA Finance Department will review a copy of the annual independent audit to ensure the financial capacity of applicants. As a public entity, the Commission has a responsibility to the public to ensure that the organizations that receive our funds are financially stable to provide the contracted services. Further
written materials regarding the financial stability of the agency may be requested during or prior to the review.

5. **Presentations/Interviews**: The three highest scoring applicants will be interviewed. Interviews will complement rankings resulting from the external review process. Interviews are scheduled to be held on dates shown in the RFQ Timeline. These dates are subject to change at First 5 LA’s sole discretion. Interviews will be held at First 5 LA. Further written materials regarding qualifications may be requested prior to the interview.

The final award notification is anticipated to occur by **November 28, 2012**, with a projected contract start date of **January 14, 2013**. First 5 LA staff and/or Commission reserve the right without prejudice to reject any or all submitted proposals.

**XI. 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).

**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 Proposals (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 may, at its sole discretion, reject any or all submissions in response to this RFQ. The COMMISSION also reserves the right to cancel this RFQ, at its sole discretion, at any time before execution of a contract. The COMMISSION shall not be liable for any costs incurred in connection with the preparation of any submissions in response to this RFQ. Any cover letters, résumés and/or curriculum vita, including attached materials, submitted in response to this RFQ shall become property of the COMMISSION and subject to public disclosure.

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

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

4. The COMMISSION reserves the right to request additional financial information to verify applicant’s past and current financial status. This information includes, but is not limited to: the most recent independent audit, Cash Flow Statement, Statement of Activities (Income Statement), and Statement of Financial Position (Balance Sheet).

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

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

7. The selected Contractor will be required to sign the contract at least two (2) weeks prior to the intended start date of the contract, as outlined in Terms of Contract/Term of Grant section, to assure the timely completion of the signature process by all parties. If the contract is not signed prior to the intended start date, the commencement of any activities under the Exhibit A – Scope of Work will not begin until the contract execution date (the date all parties have signed the contract) and Contractor will not be eligible to obtain reimbursement for any costs incurred prior to the contract execution date, unless otherwise approved in writing by the
COMMISSION. If this Contract is not signed within the thirty-day (30) period from the intended start date, the COMMISSION has the right to withdraw the contract award. The COMMISSION reserves the right to revise the effective date prior to final execution of the contract.

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

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

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

9. Per the COMMISSION’s Policy and Guidelines for Hiring Consultants (Section 7), the total composite rate for a Consultant may not exceed $150 an hour ($200 for IT Consultants). This means that the total cost of billable hours associated with a contract divided by the total number of hours billed must be equal to or less than $150. A blended rate is allowable. For example, for a contract totaling $150,000, a consultant may bill 500 hours for Consultant A at $200/hour, and 500 hours for Consultant B at $100/hour, with a total composite rate of $150/hour (1,000 total hours divided by $150,000 in billable hours = $150/hour).

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.

D. Appeals Process

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 RFQ. Appeals challenging First 5 LA’s decision on the merits or qualifications of bidders or proposers or the scoring of proposals shall not
be permitted. An appeal of a First 5 LA decision shall be in writing and filed with the office of the CEO within ten (10) business days following the date the notification of decision is made by First 5 LA. For more information, please see Appendix K for First 5 LA’s Appeals Policy.

Appendices

- Appendix A Database Technical Requirements and Pricing Information
- Appendix B First 5 LA Sample Contract
- Appendix C Scope of Work Template
- Appendix D Deliverables-Based Budget Template
- Appendix E Time and Materials-Based Budget Template
- Appendix F Client Reference Form
- Appendix G Agency Involvement in Litigation and/or Contract Difficulties Form
- Appendix H Signature Authorization Form
- Appendix I Welcome Baby and Select Home Visitation Program Database Proposal Review Tool – Level 2
- Appendix J Welcome Baby and Select Home Visitation Program Database Data Model and Data Dictionary Proposal Review Tool – Level 3
- Appendix K First 5 LA’s Appeals Policy