FIRST 5 LA
PLACE-BASED IMPLEMENTATION EVALUATION
REQUEST FOR QUALIFICATIONS (RFQ)

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

RELEASE DATE: November 22, 2010
# Table of Contents

**I) RFQ Timeline**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposal and Review Timeline</td>
<td>3</td>
</tr>
<tr>
<td>RFQ Questions</td>
<td>3</td>
</tr>
</tbody>
</table>

**II) Project Overview**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Background</td>
<td>4</td>
</tr>
<tr>
<td>First 5 LA Fiscal Year 2009–2015 Strategic Plan</td>
<td>4</td>
</tr>
<tr>
<td>Development of a Community Partnership</td>
<td>5</td>
</tr>
<tr>
<td>First 5 LA FY 2009-2015 Accountability Framework</td>
<td>6</td>
</tr>
<tr>
<td>The Place-Based Implementation Evaluation</td>
<td>7</td>
</tr>
</tbody>
</table>

**III) Purpose of Contract**

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
</tr>
</tbody>
</table>

**IV) Statement of Work**

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
</tr>
</tbody>
</table>

**V) Eligibility**

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
</tr>
</tbody>
</table>

**VI) Terms of Project**

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
</tr>
</tbody>
</table>

**VII) Statement of Qualifications**

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
</tr>
</tbody>
</table>

**VIII) Review Criteria and Selection Process**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review Criteria</td>
<td>17</td>
</tr>
<tr>
<td>Statement of Qualifications Review Process</td>
<td>19</td>
</tr>
</tbody>
</table>

**IX) Contractual Considerations**

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
</tr>
</tbody>
</table>

**X) Appendices**

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>22</td>
</tr>
</tbody>
</table>
### I) RFQ Timeline

#### Proposal and Review Timeline

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>RFQ released</td>
<td>November 22, 2010</td>
</tr>
<tr>
<td>Final date to submit questions and requests for additional information</td>
<td>January 3, 2011</td>
</tr>
<tr>
<td>Answers to all additional questions posted to website</td>
<td>January 7, 2011</td>
</tr>
<tr>
<td>Due Date for Qualifications:</td>
<td>January 14, 2011</td>
</tr>
<tr>
<td>• Online applications plus all forms</td>
<td></td>
</tr>
<tr>
<td>• One (1) original and signed copy of First 5 LA’s “Signature Authorization” and “Agency Involvement in Litigation and/or Contract Compliance Difficulties” forms, along with all work samples, sent or delivered to First 5 LA</td>
<td></td>
</tr>
<tr>
<td>Finalist notification</td>
<td>January 28, 2011</td>
</tr>
<tr>
<td>Finalist presentations and interviews (if applicable)</td>
<td>February 4, 2011</td>
</tr>
<tr>
<td>Qualified Contractor Notified</td>
<td>February 11, 2011</td>
</tr>
<tr>
<td>Contract Start Date</td>
<td>March 15, 2011</td>
</tr>
</tbody>
</table>

#### RFQ Questions

All questions and requests for additional information regarding this RFQ must be submitted via email before 5 p.m. on January 3, 2011 to Artineh Samkian (asamkian@first5la.org). To ensure that all potential applicants receive the same information, questions and answers will be posted on the website by January 7, 2011. First 5 LA reserves the sole right to determine the timing and content of the responses to all questions and requests for additional information.

---

1 Note: While it is First 5 LA's desire to execute the Contract for a **March 15, 2011** start date, all dates are subject to change at First 5 LA's sole discretion.
II) Project Overview

Background

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 within each county in California to enhance the early growth experiences of children, enabling them to be more successful in school and ultimately to give them an equal opportunity to succeed in life. In Los Angeles County, First 5 LA (also known as the Proposition 10 Commission) was formed as a public entity to develop and oversee various early childhood initiatives and to administer and manage its share of the funding from Proposition 10. Since 1998, First 5 LA has invested more than $871 million to champion health, education, and safety causes concerning children prenatal through five and their families. Additional information regarding First 5 LA may be found at http://www.first5la.org.

First 5 LA Fiscal Year 2009–2015 Strategic Plan

In June 2009, the First 5 LA Board of Commissioners adopted its FY 2009–2015 Strategic Plan, Strengthening Families and Communities in L.A. County. (For more information, visit http://www.first5la.org/files/FINAL%20APPROVED%20STRATEGIC%20PLAN.pdf.) This Plan incorporates lessons learned from the first ten years of First 5 LA’s grantmaking and research, which reveal not only the importance of supportive and informed parents and caregivers to a young child’s quality of life, but also the role of safe and supportive neighborhoods, or places, to that child’s development.

As a result, this new plan represents a major shift in First 5 LA’s grantmaking from an initiative-based to a place-based approach. This new approach will allow First 5 LA to focus on strengthening families while fostering the communities’ ability to create and sustain safe and nurturing places for children to grow and thrive.

In the Plan, the Commission established four specific outcomes that it seeks for young children in L.A. County. These outcomes are defined in the Plan as four long-term goals of ensuring that children

- Are born healthy
- Maintain a healthy weight
- Are safe from abuse and neglect
- Are ready for Kindergarten

All of First 5 LA’s investments will be focused on changing outcomes in these areas.

First 5 LA’s place-based efforts, known as Best Start, are being implemented in the following target communities:

1. Central Long Beach
2. Compton, East Compton
3. East Los Angeles (includes City Terrace, Commerce and parts of Monterey Park)
4. El Monte, South El Monte
5. Lancaster  
6. Metro LA  
7. Pacoima  
8. Palmdale  
9. Panorama City  
10. South Los Angeles/Broadway-Manchester  
11. South Los Angeles/West Athens  
12. Southeast L.A. County Cities (including Bell, Cudahy, Bell Gardens and Maywood)  
13. Watts, Willowbrook  
14. Wilmington

For more information about the community selection process, visit the First 5 LA website at www.first5la.org/articles/strategic-plan-community-selection-principles.

First 5 LA has selected three types of implementation strategies to accomplish its four overarching goals:

1. **Family Strengthening**: Within each of the target communities, these direct services will impact children’s most essential influence — their family. Home visitation will be a central component of this strategy, along with other types of activities designed to assist caregivers in supporting a child’s development.

2. **Community Capacity Building**: Within the target communities, these strategies will focus on building capacity in the areas of community engagement, community leadership, community infrastructure, and community investment. They will be implemented through a collaborative process designed to strengthen and leverage existing local assets and family resources.

3. **Countywide Strategies**: Through policy, public education and systems change, these strategies are designed to create strong, coordinated and responsive systems that support and assist families with young children within the target communities and across L.A. County.

**Development of a Community Partnership**

In order to maximize the potential for success, First 5 LA’s place-based efforts will be driven and informed by the communities themselves. Community members will determine how best to achieve the four long-term goals for young children, and First 5 LA will work with them over a period of years to achieve these changes. Through this process, the communities will develop the capacity to continue making desired changes on their own well into the future.

This will require an initial and intensive community planning process. Each target community will select a fiscal agent and a community facilitator who will play a pivotal role in guiding the community through the planning process. This process will culminate with the community partnership submitting to First 5 LA a written proposal for a multi-year implementation plan. This community proposal will include a detailed plan of action including scopes of work and budgets.
The planning process will include: regular collaborative meetings, community assessment, ongoing capacity building and training on effective collaboration, finalizing community boundaries, development of a community decision-making process and preparation for communities to engage in community-driven research. Although there will be adjustments for certain communities based on their readiness, First 5 LA will engage simultaneously in all of the target communities listed above.

**First 5 LA FY 2009-2015 Accountability Framework**

The First 5 LA FY 09-15 Strategic Plan includes an innovative blend of place-based and countywide funding strategies designed to improve outcomes in our four goal areas. The Commission’s decision to move to a “place-based” funding approach, as opposed to initiative-based funding, is an effort to focus more intentionally on impacting the well-being of families and children by improving the communities in which they live. Our FY 2009-2015 Accountability and Learning framework reflects this emphasis on place-based evaluation as well as a strengthened emphasis on using results from our evaluations and research projects to learn and improve on an ongoing basis.

The goals of First 5 LA’s Accountability and Learning Framework for the FY 09-15 Strategic Plan include the following:

- Gather and disseminate timely information on implementation and outcomes to support and improve our work and the work of our grantees;
- Capture change over time in Best Start communities;
- Enable us to tell a coherent story of our investments to our stakeholders – most notably First 5 LA Commissioners and staff, our community partners and grantees and other external stakeholders.

The major types of research and evaluation activities in which First 5 LA will engage over the course of the strategic plan include the following:

- A longitudinal study which will track a cohort of families from our Best Start communities, and families from comparison communities, over time;
- An implementation evaluation that will document the process of implementing our new strategic plan while providing information needed to learn and improve our place-based work;
- Place-based and strategic evaluations, including evaluations of some of First 5 LA’s key strategies, as well as data collection within each of First 5 LA’s Best Start communities to monitor progress towards change;
- Research projects designed to be responsive to policy and programmatic issues arising out of our evaluation work;
- The convening of a Research Advisory Committee (RAC), which will provide technical input, guidance, and advice to support First 5 LA’s research activities as we embark on this new strategic plan and accountability framework;
- Dissemination activities, including the development of a Community Change dashboard where each target community will be able to monitor the change that is happening within its boundaries;
- A learning and improvement process in order to promote meaningful use of our findings.
• An annual research conference will be held for researchers and practitioners to share their measures and findings around particular topics of interest to the 0-5 population and elements of the strategic plan.

This RFQ is to conduct the implementation evaluation described in the second bullet point above.

The Place-Based Implementation Evaluation

As First 5 LA embarks on a place-based funding approach, it is important to document the process in implementing the place-based components of the Strategic Plan as well as to identify our role and contribution to change in the 14 targeted communities. The Place-Based Implementation Evaluation will evaluate the implementation process at two levels. First, we will examine First 5 LA’s process as we plan and roll out our various strategies and provide support to the Community Partnerships. Second, we will document how each of the Community Partnerships in each of the 14 communities implements their respective plans as articulated in their community proposals (for more information on this proposal process, refer to the section titled Development of a Community Partnership above).

As a learning organization, one purpose of the Place-Based Implementation Evaluation is to systematically document First 5 LA’s process in implementing the Strategic Plan so as to provide feedback to the organization, influence decisions, and recommend and implement mid-course corrections. As such, it will be a formative evaluation. We want to capture as many perspectives in this effort as well as to observe and document as much of the process as possible. An equally important purpose is to examine how each of the 14 Community Partnerships is implementing their own plans so that we can both document their process as well as to determine whether some or all of them need more or less support from First 5 LA.

As background, First 5 LA has roughly 100 staff who occupy numerous roles and are a part of this complex funding organization’s structure. Part of the Place-Based Implementation Evaluation will be to summarize how each department plays a part in this place-based effort. The following is a list of the departments that make up our organization:

PROGRAMS (Seven departments)
Best Start Communities
Community Investments
Program Development
Policy
Public Affairs
Research and Evaluation
School Readiness Initiative

ADMINISTRATION (Five departments)
Contract Compliance
Facilities Management
Finance
Human Resources
Information Technology
In the Best Start Communities Department, there are six teams. Five of these teams make up Program Officers who are assigned to each of five regions which are groupings of our 14 targeted communities. The sixth team, the Community Capacity Building team, supports the other five and is charged with helping to develop content for the various meetings in the communities as well as to plan and implement strategies to build the communities’ capacity.

The contractor should be aware that during this initial year, there will be five phases in the roll out process:

- Outreach
- Orientation
- Development of a Temporary Decision-Making Body
- Proposal Development
- Implementation

In each community, Program Officers are engaging various groups of people to join a Community Partnership. There are ten types of people or types of organizations from which we will include representatives: parents, businesses, health care, government, education, faith-based organizations, community residents, foundations, community-based organizations, and nonprofit organizations.

Each of the other departments also works to support the implementation of the Strategic Plan, both the place-based and county-wide efforts. Some departments are charged directly with working on the place-based effort and thus of particular interest to the Place-Based Implementation Evaluation. The goal of the Community Investments (CI) Department for example is to develop a resource mobilization strategy and to maximize the amount of resources available to support and enhance First 5 LA’s four priority outcomes as outlined in the 2009-2015 Strategic Plan. In order to maximize resources, the CI Department will focus efforts on identifying and supporting opportunities to leverage fiscal and non-fiscal resource. The Program Development Department is responsible for developing and facilitating home visitation services in each of the communities. The Public Affairs Department provides support to the Best Start Communities by helping plan events, strategize outreach and communication methods.

III) Purpose of Contract

The purpose of this contract is to engage a contractor to design and conduct an implementation evaluation at First 5 LA and with each of the 14 Community Partnerships. This contractor will work with First 5 LA Research and Evaluation staff along with other First 5 LA program staff to determine what data can feasibly be collected and what data is needed for programmatic decisions and research purposes. First 5 LA is proposing two overarching activities within the study, which are briefly described below.

Activity #1- Design and conduct an evaluation of First 5 LA’s process. Upon completion of a mutually agreed upon study design, the contractor will conduct the implementation evaluation. We expect that the contractor will triangulate data sources and employ a
combination of qualitative methods including, but not limited to, observations, interviews, focus groups, staff reflections/surveys, and document analysis. We are not limiting the data collection to qualitative methods solely. Applicants are invited to propose additional methods to study the implementation process.

We expect that the participants in this evaluation will include First 5 LA staff, First 5 LA contractors, First 5 LA Commissioners, Community Partners, and organization representatives in the 14 targeted communities. Some data has already been collected by the First 5 LA staff, including narrative notes from observations, staff reflections, and one-on-one interviews with staff. It is expected that the contractor will include this data in the overall data corpus and analysis.

An important aspect of this evaluation will be to conduct and provide ongoing, formative analyses and feedback to First 5 LA. Given that one of the main purposes of the Place-Based Implementation Evaluation is to inform First 5 LA about effective practices and ways in which our process can be improved, a large part of the contract will include ongoing, formative feedback to First 5 LA and regular dissemination of findings. The contractor will be responsible for devising a strategy to relay feedback back to the organization in as timely a manner as can be expected by the design and methods to be used. This will hopefully enable First 5 LA staff to contemplate alternative approaches and make mid-course corrections when necessary.

The guiding questions for this activity include the following:

- How is First 5 LA implementing the key place-based components of the Strategic Plan?
- How successful is First 5 LA at supporting the partners in our communities?
  - What are some best practices?
  - What are areas or approaches in need of improvement?

Activity #2- Design and conduct an evaluation in each of the 14 communities. As with Activity #1, upon completion of a mutually agreed upon study design, the contractor will conduct an implementation evaluation at the Community Partnership level. Again, we expect that the contractor will triangulate data sources and employ a combination of qualitative methods, some of which are listed above. Applicants are invited to propose additional methods to study the implementation process. The participants for this research activity will be the Community Partners in each of the 14 communities as well as any other organization representatives that may not be included in the Partnership.

In addition to providing First 5 LA staff and commissioners with information on the implementation process, each of the 14 partnerships also have a vested interest in learning about the findings from this evaluation. The contractor will be required to work with First 5 LA staff to disseminate findings to the 14 community partnerships. The contractor will also be expected to coordinate with other evaluation efforts in the communities. For example, each of the communities will be hiring their own Community Evaluators who will be conducting community-specific evaluations in each of the targeted communities. The contractor for the Place-Based Implementation Evaluation will need to work with them to coordinate data collection and, if appropriate, to share findings. This will ensure that the
partnership and their community evaluators have access to information and data that may be critical for progress and prevent duplication of effort.

The guiding questions for this activity include the following:

- How are the partners implementing their proposed plans?
  - What are some best practices?
  - What are areas or approaches in need of improvement?

IV) Statement of Work

In order to successfully complete the Place-Based Implementation Evaluation, First 5 LA expects the contractor to complete, at a minimum, the tasks outlined below. These tasks are expected to be included in a scope of work for the first year of the evaluation.

Task 1: Review First 5 LA Strategic Plan, implementation plan and accountability and learning materials

The 2009-2015 Strategic Plan is quite complex with many strategies working at both the community and countywide levels. The contractor will review First 5 LA’s strategic planning materials.

Task 2: Coordinate with other First 5 LA data collection and programmatic efforts

First 5 LA has multiple teams that will be working in each of these target communities engaging families, residents, organizations, and others. These community activities and data collection efforts must be coordinated in order to avoid overburdening agencies and families. The selected contractor will work with the other First 5 LA teams and contractors to coordinate the primary data collection.

Task 3: Finalize Place-Based Implementation Evaluation Study Design

The contractor will work with Research and Evaluation staff to develop the Place-Based Implementation Evaluation research design. First 5 LA and the contractor will together decide if the Research and Evaluation Department’s Research Advisory Committee’s (RAC)² expertise might be helpful in developing the study design. The contractor will likely use the design plan initially submitted in response to this RFQ as the basis for the final study design, making appropriate revisions based on input and feedback from First 5 LA and relevant partners. The final study design should include the following sections:

- Literature review of implementation evaluations conducted by other place-based efforts. The review should include best practices and information about how other foundations or organizations involved in implementing place-based approaches used data to inform mid-course corrections and improve their process. The contractor might also consider conducting expert interviews since a lot of the evaluations on or descriptions about place-based efforts may not be public.
- Proposed data collection plan

² The primary role of the Research Advisory Committee is to provide technical input, guidance and advice to First 5 LA on early childhood research issues relevant to Los Angeles County and our strategic plan in particular. Members are locally and nationally recognized researchers who have varied expertise in methodology and content areas such as children’s health and safety and early childhood education.
Given that qualitative studies require flexibility in their design, it is expected that the design plan will be dynamic and subject to change. However, substantial changes to the plan should be shared with First 5 LA and may require prior approval as they may affect the deliverables upon which the budget is dependent.

The contractor should include appropriate time for First 5 LA staff and the Quality Assurance (QA) team to provide feedback. This process requires a minimum of 3 weeks. The design and analysis plan will not be accepted until it has been approved by First 5 LA’s QA team as abiding by First 5 LA’s quality standards. A detailed description of First 5 LA’s QA process can be found in Appendix F.

**Task 4: Write a detailed revised scope of work and budget**
The revised scope of work will incorporate the agreed upon study design and the proposed budget modification. The revised scope of work will be for one year. Both of these documents will require QA review. The final document will also require 10 days to be processed by the contracts department, and no work from the revised plan will be able to be performed before the contract amendment is processed.

**Task 5: Finalize Primary Data Collection Outreach and Logistics Plan**
The contractor will create an outreach and logistics plan required to conduct the evaluation, based on conversations with First 5 LA and other relevant partners. Data collection in each of the communities will require strategic and effective outreach to potential participants, the securing of locations for focus groups and one-on-one interviews as well as identifying/arranging meetings, where appropriate, to allow for community observations. The contractor will need to develop a plan for collecting data at First 5 LA, and will be assisted by Research and Evaluation staff in coordinating staff and commissioner level data collection. The contractor will be responsible for identifying and reaching out to potential participants and will be expected to work with other contractors and First 5 LA staff collecting data in the 14 target communities to minimize the burden to community members during data collection activities.

**Task 6: Application for Institutional Review Board (IRB) approval for data collection**
The selected contractor will be expected to prepare and submit an IRB application to a certified IRB, and the contractor is fully responsible for securing IRB approval prior to conducting any data collection activities. First 5 LA must review and approve all IRB materials prior to submission to an IRB.
**Task 7: Collect Data**
The contractor will conduct ongoing data collection at First 5 LA and in the communities, through February, 2012 with the ability to renew for an additional three years. The contractor will be responsible for training data collectors, developing a quality assurance strategy, and deciding on the data management system.

**Task 8: Conduct Data Analyses**
Given that this is a formative evaluation, it is expected that analyses will be conducted ongoing and simultaneous with data collection. The contractor will begin preliminary data analyses using the analysis plan developed in Task 3 and will make changes to the codebook as needed.

**Task 9: Provide feedback to First 5 LA staff**
The contractor is expected to devise a strategy and format to share preliminary analyses with selected First 5 LA staff throughout the course of the contract so as to facilitate the decision-making process. Formative feedback, whatever the format, will not be required to go through QA review.

**Task 10: Prepare draft reports**
The contractor is expected to submit a preliminary summative report for review. The draft report should include:
- Executive summary with key findings and some way of mapping our progress
- Methods (sampling, data collection and analysis with any changes from agreed upon design)
- Findings with lessons learned and implications for mid-course corrections
- Limitations section/quality of data collected and recommendations for changes in the next year
- Instruments/protocols used in an appendix

The report will undergo rigorous review from the project team and the First 5 LA QA committee, and the contractor should allow sufficient time in their budget for conducting revisions of the document until it is approved by the QA committee and the First 5 LA project team.

**Task 11: Prepare final report**
A final report incorporating appropriate feedback from First 5 LA Research and Evaluation staff shall be submitted at the end of each contract year.

**Task 12: Disseminate findings from the Place-Based Implementation Evaluation**
In addition to the ongoing, formative feedback, the contractor is expected to work closely with First 5 LA Research and Evaluation Staff to disseminate the report and findings to additional First 5 LA staff, Community Partners, First 5 LA Commissioners and additional stakeholders.

**Task 13: Attend regular meetings with First 5 LA Research and Evaluation Staff**
Relevant contractor staff will be expected to attend regular meetings, via phone and/or in-person, with Research and Evaluation staff and other designated First 5 LA staff during the contract period.
**Task 14: Write monthly progress report and invoice (if applicable)**

During all phases of the contract, the contractor will provide brief monthly progress reports to First 5 LA, which clearly indicate the contract tasks that were to be performed in the prior month, a description of the progress made in completing these tasks, problems encountered or remaining from the prior months, expected approach to resolve problems from the prior month, tasks for the current month, and any budgeting implications or significant concerns to be addressed by First 5 LA. As deliverables are completed, invoices should be submitted along with required documentation.

The following is a summary of the tasks above:

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Review First 5 LA Strategic Plan, implementation plan and accountability and learning materials</td>
<td>Memo describing implications to this evaluation and a plan to incorporate these documents in the data corpus</td>
</tr>
<tr>
<td>2. Coordinate with other First 5 LA data collection efforts</td>
<td>Memo describing a plan for how contractor will coordinate with efforts of which they are aware.</td>
</tr>
<tr>
<td>3. Finalize Place-Based Implementation Evaluation Study Design</td>
<td>Written Evaluation Plan</td>
</tr>
<tr>
<td>4. Write a detailed revised scope of work and budget</td>
<td>Revised Scope of Work and Revised Budget</td>
</tr>
<tr>
<td>5. Finalize outreach and logistics plan</td>
<td>Written Outreach and Logistics Plan</td>
</tr>
<tr>
<td>6. Application for Institutional Review Board (IRB) approval for data collection</td>
<td>Draft IRB application to be submitted Final IRB application and approval</td>
</tr>
<tr>
<td>7. Collect data</td>
<td>Training materials for data collectors Data collection protocols</td>
</tr>
<tr>
<td>8. Conduct data analyses</td>
<td>Codebook with descriptions of each code and examples of how they are used</td>
</tr>
<tr>
<td>9. Provide feedback to First 5 LA staff, Commissioners, and the Community Partnerships</td>
<td>Presentations, Memos</td>
</tr>
<tr>
<td>10. Prepare draft reports</td>
<td>Draft report</td>
</tr>
<tr>
<td>11. Prepare final report</td>
<td>Final report</td>
</tr>
<tr>
<td>12. Disseminate findings from the Place-Based Implementation Evaluation</td>
<td>Reports, Presentations</td>
</tr>
<tr>
<td>13. Attend regular meetings with First 5 LA Research and Evaluation Staff</td>
<td>Meeting notes</td>
</tr>
<tr>
<td>14. Write monthly progress report and invoice (if applicable)</td>
<td>Progress report and Invoice</td>
</tr>
</tbody>
</table>
Additional activities
First 5 LA reserves the right to request the selected contractor to perform additional activities related to the Place-Based Implementation Evaluation. These activities will be incorporated in a revised work plan, budget, and scope of work as necessary. The contractor will furnish the necessary personnel, materials, services, and other resources required to undertake the evaluation, unless otherwise stated in this document. First 5 LA also reserves the right to accept additional proposed activities and deliverables suggested by the contractor during the course of the contract.

V) Eligibility
Applicants must have the qualifications, experience and ability to successfully carry out the Place-Based Implementation Evaluation from planning to preparation of reports to project management (See the list of qualifications in Section VIII below). Applicants should have the capacity to work throughout Los Angeles County. The ideal applicant(s) will be familiar with formative evaluations and have experience providing ongoing feedback and assisting organizations in the use of the findings for programmatic changes and/or mid-course corrections. The ability to manage the considerable scope of the project is also important.

VI) Terms of Project
Available Funding
The Accountability and Learning framework was included as part of the Implementation Plan of the Strategic Plan FY 2009-2015 approved by the Commission on June 10, 2010. The Place-Based Implementation Evaluation is one of the activities included in the Accountability and Learning framework.

The contractor(s) will be compensated based on the project budget developed during the contracting period. Budgets for this project may not exceed an annual budget of $750,000 although it is expected that applicants’ budgets will be clearly justified in the budget narrative and will be appropriate to the work proposed.

The contractor is responsible for all expenses related to any subcontracted services and 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. The amount and kind of incentive should be proposed to First 5 LA and approved before they are purchased.

Scope of Work and Budget will be determined during the contract development and negotiation process. Funds will be disbursed through invoices based on deliverables.
**Contract Period**
The Place-Based Implementation Evaluation will be a multi-year evaluation that will last the duration of the FY 09-15 strategic plan. The contract will begin in March 2011 and will continue to February 2012 with the option of contract renewal for the following year. Please note that First 5 LA contracts are written on an annual basis, and at the end of each contract year the selected contractor will be required to submit a proposed scope of work, budget, and payment plan for the following year.

First 5 LA reserves the right to extend the length of the contract and increase the budget for the selected contractor to accommodate the completion of this project.

The contractor shall not be authorized to deliver or commence performance of services as described in the application until written approval has been obtained from First 5 LA. Any performance of services commenced prior to obtaining all written approvals by First 5 LA shall be considered voluntary.

The design plan, final report, and other deliverables, as determined by First 5 LA staff will not be accepted until approved by the First 5 LA Quality Assurance team according to the First 5 LA Research and Evaluation quality standards. (See Appendix F)

**Contractual Obligation**
The selected contractor is required by law to adhere to all contractual obligations as outlined in this document, including the First 5 LA Contract. (See Sample Contract in Appendix E)

Applicants must review the First 5 LA Contract Boilerplate in Appendix E. 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. Applicants will be required to accept the contract language as specified in this boilerplate at the time of their submission.

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. Submissions will be evaluated from a technical standpoint based on the applicant’s technical qualifications, proven management skill, and budget, based upon the criteria defined below.

**VII) Statement of Qualifications**

Required documents to respond to this RFQ:
The qualifications, including all required attachments, must be submitted online at [www.first5la.org/Funding-Center](http://www.first5la.org/Funding-Center) no later than January 14, 2011, 5 p.m. PST. In addition to the electronic versions, applicants must also submit a signed copy of the application cover letter, First 5 LA’s “Signature Authorization Form,” and “Agency Involvement in Litigation and/or Contract Compliance Difficulties” forms to:
• **Cover letter:** Introducing the contractor(s) and clearly showing the contractor’s name and/or organization name, address, telephone number, e-mail address, the date, and a statement that the letter is in response to the RFQ for the Place-Based Implementation Evaluation. One (1) original SIGNED with BLUE INK copy of the cover letter must be received at First 5 LA by the application deadline. Additionally, applicants will be required to upload a copy of the cover letter to the online application system.

• **Proposal Narrative:** A proposal of no more than **ten pages** outlining the contractor’s plan for the Place-Based Implementation Evaluation based on the tasks listed in the Statement of Work and any assumptions, as well as how the contractor’s demonstrated ability, based on qualifications and experience, will facilitate the completion of the activities outlined above. Include any previous experience in designing similar projects and with working with entities similar to First 5 LA. Outline any potential unintended consequences or challenges that may occur as a result of this study. This requirement is to give First 5 LA a sense of the applicant’s qualifications in conducting the Place-Based Implementation Evaluation. It is not intended to be the full plan, but rather an outline of a plan.

• **Résumé(s) or Curriculum Vitae(s):** Outlining all relevant work history, educational attainment, publications, prior research projects, etc. Please submit one resume or CV for each key member of the team. These should be combined into a single document when uploading the application.

• **Proposed Budget:** Please include estimated costs by task as listed in Section IV above. Budget Forms and Instructions are available in Appendix A. Also include a budget narrative to accompany the budget forms describing what will be included in each deliverable. 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 F). The contractor will assume any risk from contract or project delays. If a deliverable is not achieved in full (for example, a sample size of 50 was included in the budget assumptions and the scope of work but the final sample was only 25), First 5 LA reserves the right to prorate the payment accordingly.

• **References:** Use the attached Reference Form and Instructions (see Appendix C) to provide contact information for **three** former clients. The applicant is responsible for submitting the completed Client Reference Form as a required attachment. First 5 LA may contact some or all of the references as part of its review process.
• **Agency Involvement in Litigation and/or Contract Compliance Difficulties:** Please read thoroughly the information on the required Agency Involvement in Litigation and/or Contract Compliance Difficulties form (see Appendix D) and include one (1) original SIGNED with BLUE INK copy by the application deadline. An unsigned form or the 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 (see Appendix G) 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.

• **Bylaws (if applicable)**

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

• **Business License (if applicable)**

• **Statement of Financial Position**

• **Memorandum of Understanding (MOU):** If a subcontractor or collaborator will be used to render any of the services under this application, the applicant is responsible for submitting a MOU. MOUs may be also submitted after the Contract has been executed. (See sample MOU in Appendix B).

**VIII) Review Criteria and Selection Process**

**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 H for further detail):

I. **Understanding of the Scope of Work**
   • The applicant’s proposal demonstrates an understanding of the scope, complexity, and challenges of the Place-Based Implementation Evaluation.

II. **Technical Approach**
   • Proposed approach with research design (including proposed sampling, data collection and data analysis) as well as how the applicant plans to work with First 5 LA staff
   • Examples of potential problems and/or challenges and how they might be prevented and/or addressed
III. Qualifications

- Experience utilizing qualitative evaluation methods, including expertise in observational note-taking, one-on-one interviews, focus groups, and document analysis;

- Experience conducting implementation evaluations in the past;

- Experience working closely with client and providing formative feedback in a timely and politically and culturally sensitive manner;

- Experience collecting and analyzing qualitative data from a large number of people and different contexts. The applicant should demonstrate an understanding of qualitative data analysis including organization and management of large volumes of narrative text;

- Ability to communicate complex concepts, stimulate creative thinking, and negotiate differences within a diverse stakeholder group;

- Bilingual in Spanish and English;³

- Inclusion of full résumés of proposed staff in the proposal which clearly reflect the range and depth of the requirements outlined above;

Preferred qualifications:

- Experience working in Los Angeles County;

- Experience conducting evaluations of place-based initiatives/efforts;

- Ability to communicate in multiple languages;

- Experience working with culturally, linguistically, and geographically diverse populations.

IV. Organizational Capacity

- Resources and support necessary to conduct this study including ability to recruit, train and manage a team of qualified field staff

- Adequate financial capacity as determined by the applicant’s proposed budget, statement of financial position, and other relevant documents

V. Budget

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

- A composite hourly rate for all personnel that does not exceed $150/hour (see detail in Contracting Considerations, number 9);

³ Only relevant staff (whether the contractor or sub-contractors) who will be collecting data in the communities or translating data collection protocols etc. will be required to be bilingual.
• Tasks assigned to appropriate personnel as to minimize the cost per deliverable while also maximizing the quality of the output;

• 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;

• A total annual budget for the first year that does not exceed $750,000. It is expected that applicants’ budgets will be clearly justified in the budget narrative and will be appropriate to the work proposed.

First 5 LA reserves the right, without prejudice, to reject any or all submitted qualifications. An appeals process is not available; all decisions of First 5 LA are final.

Statement of Qualifications Review Process

Qualifications will be evaluated by a team of three (3) external reviewers. Please see Appendix H for a copy of the review tool that will be used to guide evaluation of applicants.

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

2. **Level 2:** Applications will be reviewed by three (3) external reviewers using the Statement of Qualifications Review Tool posted with the RFQ (Appendix H). Review tools are adhered to by external reviewers to alleviate the potential for bias. External reviewers are required to sign a Conflict of Interest and Confidentiality Statement. Some or all of the applicants who have submitted complete and responsive applications may be contacted for more information on or before January 21, 2011.

3. **Reference Check:** When necessary and applicable, reference checks are completed for the final applicants. Reference checks will be completed as necessary to complement rankings resulting from the external review process. First 5 LA must be able to contact all of the references provided by the applicant. If any references cannot be reached, First 5 LA may deem this applicant ineligible for this opportunity.

4. **Presentations/Interview:** Some or all of the applicants who have submitted complete and responsive applications may be interviewed. Interviews are scheduled to be held on dates shown in Section I (Timeline for Selection Process). These dates are subject to change at First 5 LA’s sole discretion. All applicants must advise First 5 LA staff of their availability during these days. Interviews will be held either at First 5 LA or via phone. Further written materials regarding qualifications may be requested prior to the interview.

As a public entity, the Commission has a responsibility to the public to ensure that the organizations who receive our funds are financially stable to provide the contracted services. Further written materials regarding the financial stability of the agency may be requested by our finance department prior to the interview.
The award notification is anticipated to occur by **February 11, 2011**, with a final signed contract and projected contract start date of **March 15, 2011**.\(^4\)

**IX) 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 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 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

\(^4\) Note: While it is First 5 LA’s desire to execute the Contract for a March 15, 2011 start date, all dates are subject to change at First 5 LA’s sole discretion.
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 all parties.

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 ending Calendar Year 2009 Fiscal Year June 30, 2009, 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. 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 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 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. Any agreed upon changes to the intended start date must be confirmed in writing by both parties.

8. Unless otherwise submitted during the application process, the selected Contractor will be required to submit the required documentation listed on the following 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
□ Form RRF-1 (required and filed annually with the California Attorney General's Registry of Charitable Trusts) and IRS Form 990 (if applicable)
□ 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) or 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. 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 sample contract and contracting requirements are attached (See Appendix E). If successful, the Contractor will be required to meet all of the terms and provisions set forth in these documents and within the timeframe identified.

X) Appendices

Appendix A: Budget forms and instructions
Appendix B: Memorandum of Understanding Form
Appendix C: Reference Form
Appendix D: Agency Involvement in Litigation and/or Contract Difficulties Form
Appendix E: First 5 LA Example Contract
Appendix F: First 5 LA Quality Assurance Review and Conflict Resolution Process
Appendix G: Signature Authorization Form
Appendix H: RFQ Applicant Qualifications Review Tool