

**HELP ME GROW - LOS ANGELES  
PATHWAYS  
REQUEST FOR PROPOSALS (RFP)**

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

RELEASE DATE: SEPTEMBER 25, 2019

**Addendum no. 1: October 9, 2019**

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**Updated on October 9, 2019**

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**I. TIMELINE FOR SELECTION PROCESS<sup>1</sup>**

ACTIVITY	DATE
RFP Released	September 25, 2019
Information Session	October 3, 2019
Final Date to Submit Questions and Requests for Additional Information	December 13, 2019
Posting of Responses to Questions	October 4, 2019 November 1, 2019 December 18, 2019
Networking Events	October 9 – November 8, 2019
Proposal Due	January 6, 2020
Interviews	March 9 – 20, 2020
Contractors Selected	March 31, 2020
Board of Commissioners Approval	June 11, 2020
Anticipated Contract Start Date	July 1, 2020

In order to respond to this Request for Proposals (RFP), the proposer must submit all required documents through the online application system designated by First 5 LA no later than **5:00 p.m. PT on January 6, 2020**. It is the proposer’s responsibility to verify submission prior to the deadline. First 5 LA will not be responsible for any technical problems or submission failure. **Failure to submit ALL required documents by 5:00 p.m. PT on January 6, 2020 may constitute an incomplete proposal and may be grounds for disqualification.**

Questions and requests for additional information must be submitted in writing to:

Daisy Ortiz, Contract Compliance Officer  
E-mail: [dortiz@first5la.org](mailto:dortiz@first5la.org)

All questions and requests for additional information regarding this RFP must be received in writing by First 5 LA via email before **5:00 p.m. PT on December 13, 2019**. First 5 LA reserves the sole right to determine the timing and content of the responses to all questions and requests for additional information. First 5 LA may respond to individual inquires and then post replies to all questions by the posting date.

Potential proposers are highly encouraged to participate in the Information Session webinar at **9:00 a.m. PT on October 3, 2019** to learn more about the RFP requirements. Please register for the

<sup>1</sup> Note: Dates are subject to change at First 5 LA’s sole discretion.

webinar at: <https://register.gotowebinar.com/register/7168403897991184139>. After registering, you will receive a confirmation email containing information about joining the webinar. A recording of the webinar will also be made available on the Funding Center webpage: <https://www.first5la.org/article/help-me-grow-los-angeles-pathways-request-for-proposals-rfp/>.

**Please check the Funding Center webpage regularly for updates and addenda.** First 5 LA has the right to amend this solicitation by written addendum. First 5 LA is responsible only for that which is expressly stated in the solicitation document and any authorized written addenda thereto. Such addenda shall be made available via the online funding center. Failure to address the requirements of such addendum may result in the proposal not being considered, at the sole discretion of First 5 LA. Addenda to this solicitation, if any, will be posted on First 5 LA’s website, which may be accessed by clicking <https://www.first5la.org/article/help-me-grow-los-angeles-pathways-request-for-proposals-rfp/>. It is the responsibility of proposers to ensure, prior to submission, that their application reflects the most recent information and RFP requirements.

**Networking Events**

An integral component of the Help Me Grow - Los Angeles Pathways communities is that partners work collaboratively to achieve their goals. To facilitate this, First 5 LA will be hosting networking events across the county to provide interested parties with an opportunity to meet other interested parties to encourage networking and collaboration. Below is a table with the date and location of the networking events by community region (see **Appendix A – Map of HMG-LA Pathways Communities**):

Community	Location	Date and Time
Community 1	Pacoima City Hall 13520 Van Nuys Blvd., Suite 209, Pacoima 91331	October 10, 2019 10:00-11:30am
Community 2	Event cancelled – please attend event at another community	--
Community 3	Event cancelled – please attend event at another community	--
Community 4	Westchester - Loyola Village Branch Library 7114 W Manchester Ave., Los Angeles 90045	November 1, 2019 10:30am-noon
Community 5	Campus Student Ctr/F5 Building, East Los Angeles City College 1301 Ave. Cesar Chavez, Monterey Park 91754	October 29, 2019 9:00-10:30am
Community 6	Junipero Serra Library 4607 S Main St., Los Angeles 90037	<del>October 21, 2019</del> <del>October 22, 2019</del> 10:30am-noon
Community 7	Saints Peter and Paul Church 515 W Opp St., Wilmington 90744	October 9, 2019 9:00-10:30am

To RSVP for networking events, please click [here](#). Potential proposers are encouraged to attend one or more of the Networking Events and bring any interested partners. Shortly after the networking events, First 5 LA will post the list of interested organizations and individuals for the purpose of further fostering collaboration and connecting potential proposers and partners. Dates and locations are subject to change, so please refer to First 5 LA’s website, which may be accessed by clicking <https://www.first5la.org/article/help-me-grow-los-angeles-pathways-request-for-proposals-rfp/> for changes.

**II. EXECUTIVE SUMMARY**

We have a critical window of time – prenatal to age 5 – to build the foundation every child needs to prepare for success in school and life. Research shows it is during the earliest years that a child’s brain develops most rapidly. In fact, 90% of their brain is developed by age 5. It is crucial during these

early years to determine if a child's development is on track and to address any delays as soon as possible to have the greatest impact through early identification and intervention.

However, for many families, navigating systems that deliver early identification and intervention is difficult and complex. For instance, families often encounter challenges accessing early intervention services because of limited or no coordination among providers across systems, complex eligibility and referral processes, and obstacles to data sharing, among other barriers. Breaking down these barriers is essential in helping families to navigate within and between programs, services and systems that support children and families.

First 5 LA has committed to implementing the Help Me Grow (HMG) model in L.A. County in partnership with the Los Angeles County Department of Public Health (LACDPH). HMG is a national effort that promotes local cross-sector collaboration to bolster early identification of and linkages to services for developmental and behavioral delays. Help Me Grow - Los Angeles (HMG-LA) will coordinate existing systems that serve children to strengthen early identification and link children and their families to appropriate intervention services and supports as early as possible.

First 5 LA's *HMG-LA Pathways: Together Strengthening Connections for Kids and Families* investment (HMG-LA Pathways) is a critical element to HMG-LA. HMG-LA Pathways is a foundation of HMG-LA, and its agencies will act as representatives of HMG-LA. HMG-LA Pathways offers an opportunity to strengthen key components across systems providing early identification and intervention services. Specifically, HMG-LA Pathways will focus on strengthening and expanding referral pathways within a place-based (i.e., decentralized) community setting to ensure all children identified with a delay or at risk of delay can effectively access appropriate and timely services.<sup>2</sup>

This RFP solicits proposals from organizations interested in serving as a Unifying Agency that will form and be an equal partner in a collaborative of agencies and sectors that provide early identification and intervention services and supports within a given geographic region (see **Appendix A – Map of HMG-LA Pathways Communities**) to plan, test and refine approaches related to referral pathways. An organization may be selected to serve as the Unifying Agency in more than one HMG-LA Pathways community, but a separate application is required for each community.

A maximum of seven (7) Unifying Agencies will be awarded to form a collaborative per community to strengthen referral pathways between service sectors, resulting in a total of 7 HMG-LA Pathways communities across Los Angeles County. The total project term is up to three (3) years with an estimated total project budget of \$450,000 per HMG-LA Pathway community, contingent upon approval by the First 5 LA Board of Commissioners and alignment with the 2020-2025 Strategic Plan. It is the intent that approaches will be sustainable after the three-year First 5 LA investment, although First 5 LA reserves the right to extend beyond the three-year period.

Please note that the roles described in this RFP along with the scope of work detailed in *Section VI. Scope of Work* will be reviewed and may be revised annually based on lessons learned and in accordance with *Section XII. Terms of the RFP*. It is the expectation that proposers will identify all subcontractors for the initial phase of the project in their proposal. First 5 LA reserves the right to recommend, approve or disapprove all subcontractors.

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<sup>2</sup> Note that funding is not allocated for direct services, but is to go towards planning and developing processes, infrastructure, etc. to strengthen and expand referral pathways.

### III. BACKGROUND

#### A. First 5 LA — Giving Kids the Best Start

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.

#### B. The First 5 LA FY 2015-2020 Strategic Plan

In November 2014, the First 5 LA Board of Commissioners adopted a new [Strategic Plan](#) to guide its investments from July 2015 through June 2020. The plan, [Focusing for the Future](#), lays out a clear path for First 5 LA to maximize its impact to strengthen families and improve outcomes for the greatest number of children prenatal to age 5 in L.A. County. The plan provides a roadmap for increasing First 5 LA's contribution to better outcomes for young children by strengthening families, the communities they live in and the systems that support them.

Based on our research, we identified four Outcomes where we can achieve broad, lasting impact affecting the greatest number of children and their families. The strategies we use to reach these Outcomes are connected and mutually reinforcing, providing a clear, focused path for First 5 LA's work with its partners to help children enter kindergarten ready to succeed in school and life.

Our target Outcomes are:

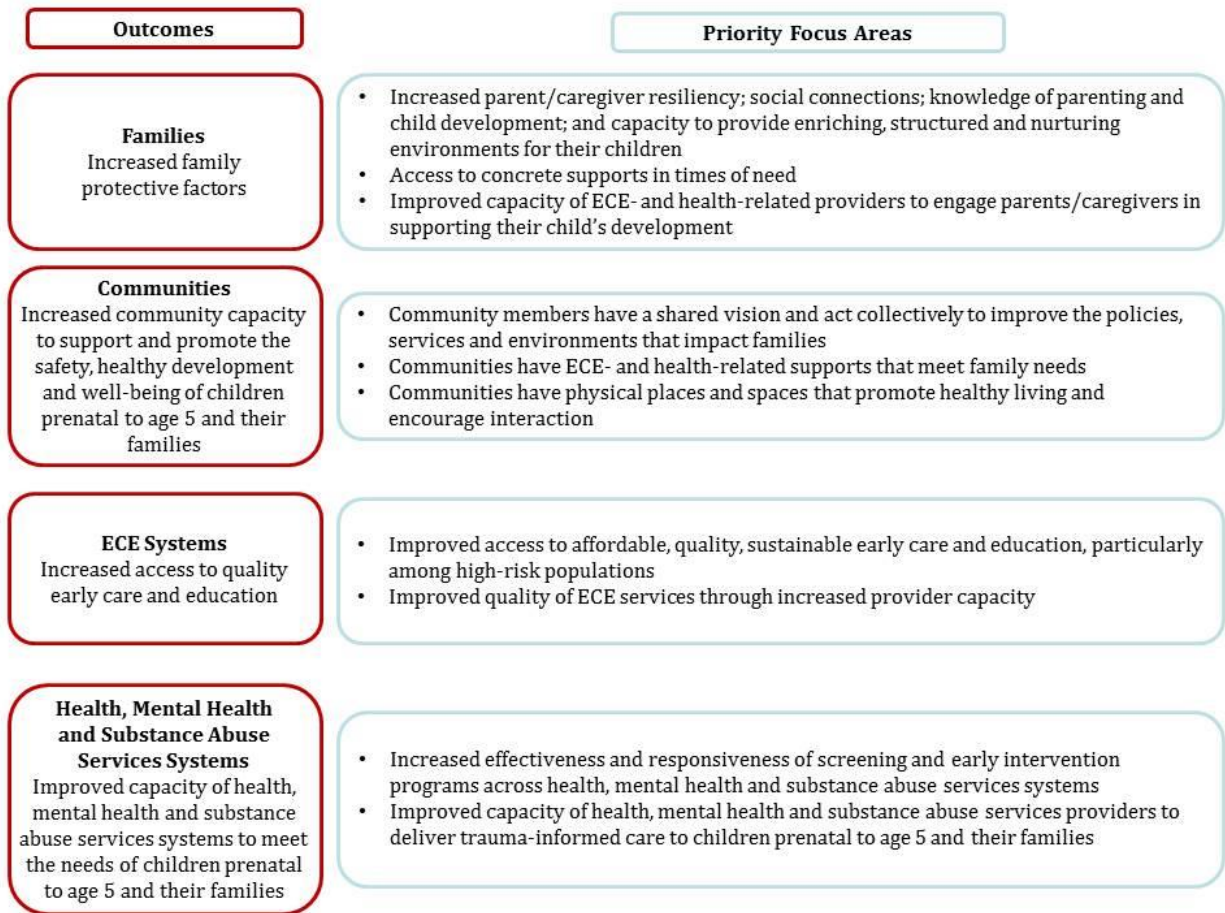
1. Families: Increased family protective factors
2. Communities: Increased community capacity to support and promote the safety, healthy development, and well-being of children prenatal to age 5 and their families
3. Early Care and Education Systems: Increased access to high-quality early care and education
4. Health-Related Systems: Improved capacity of health, mental health, and substance abuse services systems to meet the needs of children prenatal to age 5 and their families

To achieve these Outcomes, First 5 LA will focus its efforts on six investment areas:

1. Research and Development: Promote the widespread use of proven best practices that are grounded in research and real-life application.
2. Public Policy and Advocacy: Increase public investments of funds dedicated toward young children and improve policies that effect those investments.
3. Provider Training: Build the knowledge and skills of the people providing support and services to parents and children.
4. Community Capacity Building: Help individuals and groups that live and work in neighborhoods and communities take greater ownership and responsibility for the children and families who live within them by fostering safe, healthy and vibrant communities.
5. Service Delivery System Improvement: Increase the quality, effectiveness and coordination of how services are accessed and provided.
6. Communications: Educate the public about the importance of investing in young children and families.

With these six investment areas in mind, First 5 LA has identified Priority Focus Areas within each Outcome to further define the type of change that First 5 LA can measurably affect. The Priority Focus Areas and Outcomes are depicted in the Figure 1 on the following page.

**Figure 1: First 5 LA FY 2015-2020 Strategic Plan Investment Areas**



First 5 LA’s 2015-2020 Strategic Plan also outlines investment guidelines to further support and guide First 5 LA’s work. Based on these investment guidelines, First 5 LA will:

- Focus on prevention.
- Focus on systems and policy change.
- Seek to have a broad impact, affecting large numbers of people.
- Prioritize investments that strengthen families and, whenever possible, improve community capacity.
- Prioritize the identification and scaling up of evidence-based practices.
- Engage partners at the earliest possible stage of activity and/or investment.

Together, these investment guidelines, target Outcomes, investment areas and Priority Focus Areas serve as ongoing policy guidance for First 5 LA and its work.

**C. Health Systems Strategies**

Through the Health Systems Department, First 5 LA invests to help improve how health-related systems — such as health, mental health and substance abuse services — coordinate and deliver care to young children and their families in L.A. County. The Health Systems Department does this through two main strategies as outlined in the 2015-2020 Strategic Plan:

- Health Strategy 1: Advocate for policy and practice changes to support efforts to improve coordination and functioning of developmental screening, assessment and early intervention programs.
- Health Strategy 2: Identify and promote best practices around trauma-informed care that improve the service delivery system for children prenatal to age 5 and their families.

#### IV. LANDSCAPE

In California, around 25% of children ages 0-5 are at risk for a developmental or behavioral delay. In L.A. County, it is estimated that an even higher percentage of young children (30-40%) would benefit from prevention and early intervention services and supports.<sup>3</sup> However, many children do not receive prevention and early intervention services until they reach kindergarten.<sup>4</sup>

Approximately 15% of all young children experience developmental delays. In an ideal situation, this would mean that close to 15% of all children would also receive public early intervention services. However, data from the Individuals with Disabilities Education Act (IDEA) suggests only 3% of all children receive early intervention under Part C by age 3.<sup>5,6</sup> In addition to gaps in accessing IDEA-Part C services, children are not connected to mental health services in a timely manner. Data shows underutilization of behavioral and mental health intervention services and supports among young children under age 5. Of the total number of children ages 0-5 receiving Medi-Cal and eligible for intervention services for behavioral needs, only 3% accessed specialty mental health services in Los Angeles.<sup>7</sup> Furthermore, evidence indicates there are significant racial disparities in screening rates. Latinx, African-American and Asian children in California are screened at lower rates than their White peers leading to delayed diagnosis<sup>8</sup> and Latinx and African-American children are also more likely to have unmet care coordination needs than White children.<sup>9</sup>

Once screened, too many children under age 5 with or at risk for developmental and behavioral delays are not referred and connected to the appropriate early intervention services. There are several challenges to successful linkage to services, including but not limited to provider uncertainty

<sup>3</sup> First 5 LA. (2012). *Early Developmental Screening and Intervention Initiative (EDSI): Lessons Learned*.

<sup>4</sup> First 5 LA, 2012; Children Now, First 5 Association of California, & Help Me Grow California. (2014). *Ensuring Children's Early Success: Promoting Developmental and Behavioral Screenings in California*.

<sup>5</sup> IDEA-Part C – the Program for Infants and Toddlers with Disabilities – is a federal program that supports states in providing early intervention services for children birth through age 2. IDEA-Part B is a law mandating that children and youth ages 3 to 21 with disabilities receive special education and related services.

<sup>6</sup> Early Childhood Technical Assistance Center. (n.d.). *Part C national program data*. Retrieved from: <http://ectacenter.org/partc/partcdata.asp>

Centers for Disease Control and Prevention. (2014). *Screening for developmental delays among young children – National Survey of Children's Health, United States, 2007*. Retrieved from: <https://www.cdc.gov/mmwr/preview/mmwrhtml/su6302a5.htm>

Administration for Children & Families. (n.d.). Need for early intervention services among infants and toddlers in child welfare. *Research Brief, National Survey of Child and Adolescent Well-Being*, 8. Retrieved from: [https://www.acf.hhs.gov/sites/default/files/opre/early\\_intervention\\_0.pdf](https://www.acf.hhs.gov/sites/default/files/opre/early_intervention_0.pdf)

<sup>7</sup> Department of Health Care Services. (2016). *Performance outcomes systems report*. Retrieved from: [https://www.dhcs.ca.gov/services/MH/Documents/LosAngeles\\_CityAggRep.pdf](https://www.dhcs.ca.gov/services/MH/Documents/LosAngeles_CityAggRep.pdf)

<sup>8</sup> Zuckerman, K. E., Mattox, K. M., Sinche, B. K., Blaschke, G. S., & Bethell, C. (2014). Racial, ethnic, and language disparities in early childhood developmental/behavioral evaluations: A narrative review. *Clinical Pediatrics*, 53(7), 619-631. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3955219/>

<sup>9</sup> Toomey, S. L., Chien, A. T., Elliott, M. N., Ratner, J., & Schuster, M. A. (2013). Disparities in unmet need for care coordination: The National Survey of Children's Health. *Pediatrics*, 131(2), 217-224. Retrieved from: [https://www.researchgate.net/publication/234824655\\_Disparities\\_in\\_Unmet\\_Need\\_for\\_Care\\_Coordination\\_The\\_National\\_Survey\\_of\\_Children's\\_Health](https://www.researchgate.net/publication/234824655_Disparities_in_Unmet_Need_for_Care_Coordination_The_National_Survey_of_Children's_Health)



in making a referral, matching identified need to appropriate referrals, limited services available, and lack of parent/caregiver education on the benefits of prevention and early intervention for delays.

Another concern is the need for timely access to early intervention services as identified by L.A. County's Regional Centers that deliver IDEA-Part C. Targeted discussions with their leadership revealed that most Regional Centers receive referrals for children closer to the cutoff age of 3, limiting their time to enroll in and benefit from the IDEA-Part C Early Start program. Ideally, children should enroll in services at the earliest sign of a delay to get the most benefits from early intervention.

Difficulty navigating the different referral pathways and processes – such as in-network services within private and public health plans and entitlement services available under IDEA-Part B and Part C – also prevents families from accessing timely intervention services. In some cases, families may wait up to six months before receiving services, including the initial assessment. For children identified as at-risk or in the “gray zone” of developmental and behavioral delays, prevention and early intervention services are in short supply. Child- and family-serving providers have identified the need to expand access to community-based intervention services, especially for families with at-risk children who may not meet eligibility criteria for IDEA-Part B and Part C intervention services but would benefit from access to these services and supports.<sup>10</sup>

## **V. PROJECT OVERVIEW**

### **A. Help Me Grow**

Help Me Grow (HMG) is a national systems change model that promotes cross-sector coordination and integration at the local level to strengthen developmental and behavioral screening, assessment and linkage to early intervention supports through the following four core components: Child Health Care Provider Outreach (CHPO); Community & Family Engagement (CFE);<sup>11</sup> Centralized Access Point (CAP); and Data Collection and Analysis (DCA). The HMG model aims to strengthen key components along the early identification and intervention (EII) continuum of care, which includes but is not limited to increasing developmental screenings, strengthening knowledge and awareness about developmental health, addressing stigma and misconceptions, linking children to prevention and early intervention services, and collecting data for quality improvement and illustrating impact. While the HMG model is typically implemented at a statewide level, California is implementing HMG on a county by county basis with Orange County being the first HMG model replication site.

From Fall 2016 to Fall 2017, First 5 LA convened key stakeholders and experts across diverse sectors to design and to form a Leadership Council and Workgroups to plan a HMG system for L.A. County. Recommendations solidified by Workgroups and endorsed via a Leadership Council were captured in the October 2017 report [Promoting Young Children's Optimal Development](#). This report informs First 5 LA and county partners in the next phase of Help Me Grow-Los Angeles (HMG-LA) implementation planning. Based on the report recommendations, HMG-LA will adopt an incremental implementation approach to test and refine strategies to more efficiently connect young children to early intervention services before scaling the model countywide. In response to L.A. County's size and complexity, a “centralized-decentralized” approach was proposed for HMG-LA in which the CAP is accessible to families and providers countywide, while EII services, including screenings, case

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<sup>10</sup> For additional EII information, refer to our issue briefs at: <https://www.first5la.org/article/resource-early-identification-and-intervention-issue-briefs/>

<sup>11</sup> The Help Me Grow National model refers to this core component as “Community and Family Outreach,” however the HMG-LA planning members selected to change the title to “Community and Family Engagement”.

management, care coordination and intervention services, are delivered at the local level within existing systems and sectors.<sup>12</sup>

Since release of the recommendations, First 5 LA has continued to do research to inform HMG-LA implementation that considered the following two essential questions:

- How can we test solutions at a local level that will help build out a robust countywide EII continuum that includes the four HMG core components?
- What strategies can we learn at the local level that mitigate challenges typically experienced during HMG implementation?

In July 2018, First 5 LA partnered with the LACDPH to serve as the HMG Organizing Entity<sup>13</sup> to co-implement HMG-LA. For information on First 5 LA's previous investments to strengthen EII, see **Appendix B – First 5 LA's Investments to Strengthen Early Identification and Intervention: 2005-Present**.

The research findings paired with the HMG-LA recommendations and First 5 LA's systems change approach and partnership with LACDPH directly shaped the vision, including scope of work and objectives, for the *HMG-LA Pathways: Together Strengthening Connections for Kids and Families* (HMG-LA Pathways) investment. For additional contextual information on HMG-LA, refer to **Appendix C – Context for HMG-LA Pathways**.

## **B. HMG-LA Pathways**

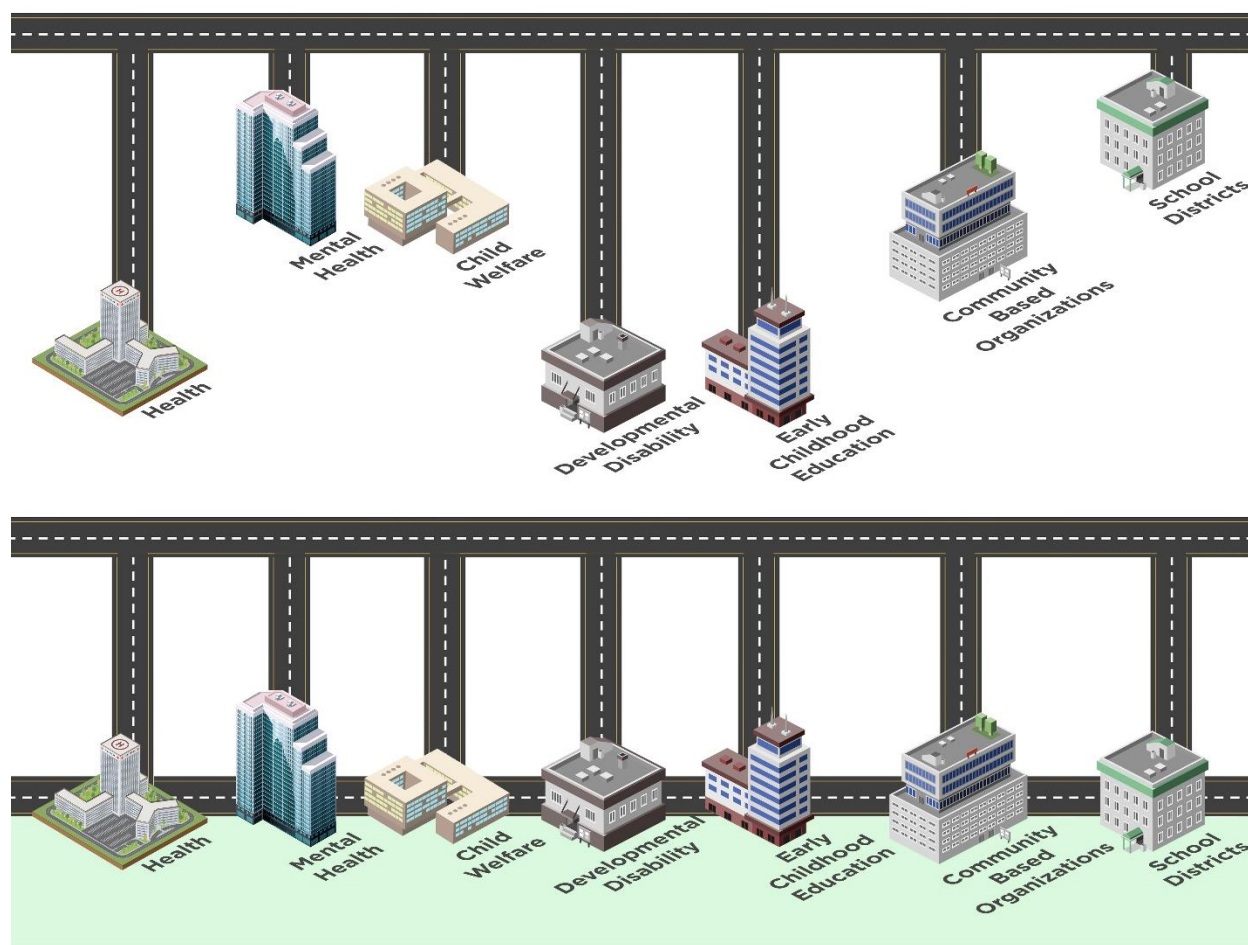
In L.A. County, early identification along with prevention and early intervention services and supports are overseen and delivered by various state and county agencies, programs and community-based organizations, including but not limited to local Regional Centers, health, mental health, child welfare, early childhood education programs and schools. These sectors, however, can be fragmented and often operate in silos. This results in far too many children with or at risk of delays not accessing intervention services early enough or at all. Figure 2 on the following page is a visual of the current system today and of what we envision HMG-LA, particularly HMG-LA Pathways, is working towards.

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<sup>12</sup> "This approach also places value on local, community driven and community-centered activities to support the core components. Therefore, it is presumed the HMG-LA website platform, call center, and messaging and educational outreach should take a countywide, centralized approach, while service delivery, including screenings, case management, care coordination and training should be carried out by more localized organizations and agencies." Page 18: Harrington, M. J., Nang, G., Newkirk, C., Robin, L., & Tunis, H. (2017). *Promoting young children's optimal development: Help Me Grow-Los Angeles early design and planning recommendations from the Leadership Council and workgroup planning members*. Los Angeles, CA: First 5 LA. Retrieved from <https://www.first5la.org/files/HelpMeGrow-LA%20Recommendation%20Report.pdf>

<sup>13</sup> The HMG model relies on establishing an Organizing Entity to provide administrative and fiscal support and oversight, facilitate broad systems change activities, and build out the necessary foundational infrastructure. On November 9, 2017, the First 5 LA Board of Commissioners approved the request to establish a strategic partnership with LACDPH to serve as the Organizing Entity for five years that began in fiscal year 2018-19. The Unifying Agencies will have some interaction with the Organizing Entity (LACDPH) given the key role that HMG-LA Pathways has in setting the HMG-LA foundation.

**Figure 2: Vision of EII System Before (top) and After (bottom) HMG-LA Pathways**



HMG-LA Pathways is a critical element of HMG-LA implementation. HMG-LA Pathways is a foundation of HMG-LA, and its agencies will act as representatives of HMG-LA. The HMG-LA Pathways investment will focus on supporting community-based collaboratives to strengthen and expand referral pathways between service sectors to ensure all young children with and at risk of developmental and behavioral delays are linked to and access supportive intervention services as early as possible. HMG-LA Pathways will identify redundancies and inefficiencies within current referral pathways and test community-adapted strategies across service sectors to improve referral pathways based on the community's need.

Best practices and learnings from HMG-LA Pathways will influence policies and systems that affect children and families at the local level and align to HMG-LA. HMG-LA Pathways will serve as a foundational component of the HMG-LA framework, meant to be a sustainable investment to strengthen referral pathways and processes through the collaboration of local partners who provide EII services. Furthermore, this investment will complement the larger countywide efforts of HMG-LA, such as potential alignment and testing of key strategies and activities that make up the HMG-LA four core components. For example, strengthening the referral pathways at the community level will be beneficial to HMG-LA's CAP by identifying current services and supports at the local level to build out the CAP resource directory. HMG-LA Pathways also provides an opportunity to be more intentional and a means to identify, coordinate and build on existing EII infrastructure.

First 5 LA anticipates funding up to seven (7) HMG-LA Pathways communities across the county to strengthen referral pathways between service sectors. First 5 LA organized these areas to align with

the Regional Center catchment areas (see **Appendix A**). Given that multiple agencies and systems (e.g., health, mental health, developmental disability, early childhood education, child welfare, etc. at the county system and community-based organization levels) are responsible for early identification and providing intervention services and supports to children at risk for and with developmental and behavioral delays, a HMG-LA Pathways community will consist of a **Unifying Agency** that partners with multiple agencies across sectors that are part of what we term the **EI continuum** that includes surveillance and screening, assessment, and prevention and early intervention services with care coordination linking these services (as presented in Figure 3).

**Figure 3: EI Continuum Categories**<sup>14</sup>



**Intended Outcomes**

First 5 LA is identifying short, intermediate and long-term indicators to help guide the design and implementation of HMG-LA Pathways. The intent is that HMG-LA Pathways, through the testing of innovative approaches, will lead to:

- Improved communication and tracking on referral status between referring agency and referral source;
- Reduction in wait times between screening and assessment, and between assessment and prevention or intervention services;
- Decrease in the age at which children are referred to services and begin services;
- Increase in successful referrals (i.e., referrals appropriate based on screening results and families followed through on referrals) on first attempt; and
- Increase in parent/caregiver satisfaction with referral process and linkage to services.

Indicators will be included in the final grant agreement with the selected Unifying Agencies. Additional indicators may be identified, in collaboration with the Unifying Agencies and Technical Assistance Provider, around such themes as degree of collaboration, changes in staff and families’ knowledge, etc. throughout the course of the project.

First 5 LA’s North Star is that all children in L.A. County will enter kindergarten ready to succeed in school and life. To reach this North Star, First 5 LA has identified several results for children and families that must be met. The above outcomes support the following results:

- Families have what they need to optimize their child’s development.
- Children connected to developmental services and supports at the earliest moments possible.

**Structure**

Each HMG-LA Pathways community will have a Unifying Agency that will subcontract with a cross-sector of **Collaborative Agencies**, that deliver one or more EI services to a high volume of children in order to provide direct support to strengthen EI referral pathways. *The number of Collaborative Agencies should be representative of the diverse sectors that work across the EI continuum, and comprehensive in terms of having experience, background and decision-making power to make changes in the referral pathways in the community.* As part of the EI continuum, Unifying Agency and Collaborative Agencies are positioned with the relationships, skills and capacities needed to test and

<sup>14</sup> For illustrative purposes, not an exhaustive list.

refine strategies to more efficiently connect young children to screenings, care coordination, prevention supports and early intervention services.

In addition, the Unifying and Collaborative Agencies will confer with **Supporting Partners**. These Supporting Partners are not subcontractors on the HMG-LA Pathways project and are not expected to test strategies. They are tasked with providing feedback to inform planning, implementation and sustainability of strategies. Supporting Partners should include organizations involved in coordinating and delivering services and supports for families with young children such as social services like housing, nutrition, safety, etc.; First 5 LA Best Start Communities; municipality and elected officials; community; faith-based; private sector; etc. Supporting Partners should include community residents so that families of those utilizing EII services are represented, particularly during the planning phase. Figure 4 is a visualization on what the relationship between these three entities could look like.<sup>15</sup>

**Figure 4: Sample Visual Representation of HMG-LA Pathways Community Structure**



**It is expected that the Unifying Agencies are a part of the above EII continuum, have a community-level presence in the catchment area that they are applying to and a deep understanding of that community's EII landscape.** The Unifying Agency **may be a:** health, mental health, child welfare, or early childhood education program, Regional Center, school district, or similar

<sup>15</sup> Unifying Agencies are encouraged to collaborate with others in their identified community to develop their proposals. Note that this visual does not include subject matter experts the Unifying Agencies may need to subcontract with to carry out the phases of this project not duplicative of the role of the Technical Assistance Provider.

agency. This collaborative structure will position the HMG-LA Pathways communities to enhance their relationships, skills and capacities to strengthen and expand EII referral pathways.

**The Unifying Agency will be the First 5 LA contracted entity on the project that will be responsible for the direct management of the grant agreement as well as the management of subcontractors. Implementing the project, such as identifying, selecting and testing approaches to strengthen and expand referral pathways, is done in partnership with Collaborative Agencies and Supporting Partners.** Roles of Unifying and Collaborative Agencies and Supporting Partners are detailed later in this section. See **Appendix D** for a listing of *Things to Consider When Selecting a Partner*.

**Appendix J – HMG-LA Pathways Community Organizational Chart** – will need to be submitted by proposers, identifying the sector(s) and type of EII services that are provided by the Unifying Agency and proposed Collaborative Agencies and Supporting Partners. Strengthening referral pathways to early intervention services needs to be a cross-sector effort that includes agencies across the EII continuum. We encourage inclusion and representation of most or all the partners listed in Figure 5 below at the Unifying Agency and Collaborative Agency levels. It is the responsibility of the Unifying Agencies to ensure representation of these sectors across all phases of the project.<sup>16</sup>

**Figure 5: HMG-LA Pathways Community Partners to Consider**

Sector	EII Activities
✓ Regional Centers	✓ Coordinates and provide intervention services for children eligible for IDEA-Part C services
✓ Family Resource Centers	✓ Coordinates early intervention services, particularly family support, for children eligible for IDEA-Part C services
✓ School District(s)	✓ Provide intervention services for children eligible for IDEA-Part B services
✓ Early Care and Education Sites	✓ Some conduct screening and provide care coordination to early intervention services (e.g., high tier Quality Rating Improvement System sites)
✓ Health (Federally Qualified Health Centers, Community Health Clinics, Department of Health Service Clinics)	✓ Some conduct screening, care coordination and early intervention services
✓ Mental Health Clinics and Programs	✓ Provide intervention services for socio-behavioral needs
✓ Child Welfare Sites (e.g., Department of Children and Family Services HUBS and Vendors)	✓ Provide screening and care coordination
✓ Other County and Community-Based Services (e.g., Prevention and Aftercare Networks, Libraries, Parks, Home Visiting, etc.)	✓ Some provide screening and early intervention services

### **Desired Outputs**

**Phase 1: Convening and Planning.** In Phase 1, the convening of Unifying and Collaborative Agencies and Supporting Partners (including the parent voice) will result in identified project needs (e.g., mapping of resources, services and barriers to referrals by sector/participating agency) and the

<sup>16</sup> Refer to *Section I. Timeline for Selection Process* for information on Networking Events that First 5 LA is hosting that provide an opportunity to interact with other interested parties.

selection, development and prioritization of innovative approaches (e.g., tool, product, enhancement, technology, etc.) that address each community’s project needs<sup>17</sup>. This work will be inclusive of partnership-building to establish a deeper analysis of referral pathways, including barriers to timely and effective linkage to services and consensus building regarding approaches to address identified barriers to referrals that will benefit the collaborative. Approaches are to be approved by First 5 LA prior to beginning implementation and should be aligned to First 5 LA’s mission and values. A data collection plan aligned to identified approaches is also to be submitted to First 5 LA for review and approval.

**Phase 2: Implementing Innovative Approaches to Strengthen Referral Pathways.** In Phase 2, the approach(es) that each community selects in Phase 1 will enter the implementation stage within the HMG-LA Pathways communities. An example of an innovative approach includes transitioning from paper-based to electronic referrals (e.g., universal referrals, universal consent form) and other relevant administrative policy efforts. This work includes cross-sector planning, adoption of approaches and coaching to ensure successful implementation. Figure 6 has a non-exhaustive list of examples of supported approaches suitable for funding and unsupported approaches not suitable for funding. Proposers can select from the below list of supported approaches or identify other innovative approaches not listed and in alignment with the scope of the project and intended goals.

**Figure 6: Examples of Supported and Unsupported Approaches**

Examples of Supported Approaches	Examples of Unsupported Approaches
<ul style="list-style-type: none"> <li>✓ Establishing a multi-agency universal referral and/or consent form</li> <li>✓ Developing and testing an electronic/paperless referral form</li> <li>✓ Developing and testing multidirectional referrals between agencies</li> <li>✓ Bolstering electronic self-referral application for families/caregivers</li> <li>✓ Using technology to close the feedback loop between agencies making referrals and the agencies receiving the referrals</li> <li>✓ Standardizing referral processes/criteria across agencies</li> <li>✓ Expanding linkage to telehealth services (e.g., behavioral, informal early intervention services) to address service gaps</li> <li>✓ Utilizing electronic resource platforms (e.g., One Degree, Aunt Bertha, Unite Us, etc.)</li> <li>✓ Expanding referral capacity for at-risk/mild to moderate delays or between programs (e.g., IDEA-Part C to IDEA-Part B)</li> <li>✓ Expanding referral capacity of community-based organizations and supports or of in-network services within managed care plans and private insurance plans</li> </ul>	<ul style="list-style-type: none"> <li>✓ Updating a sole agency’s referral and/or consent form</li> <li>✓ Using technology to upgrade an agency’s own client management system</li> <li>✓ Conducting more developmental and behavioral screenings</li> <li>✓ Funding direct services (e.g., case managers, care coordinators, specialists, etc.)</li> <li>✓ Working in isolation (from a collaboration and funding standpoint) from other agencies</li> </ul>

**Phase 3: Refinement of Approaches.** In Phase 3, Unifying and Collaborative Agencies will refine approach(es) based on data collected and process evaluation to ensure improved coordination and functioning and increased timely access from developmental and behavioral screening to assessment

<sup>17</sup> The proposed approaches established in Phase 1 may vary by community depending on that community’s needs.

to early intervention supports for children and families. This phase will include increased sustainability planning, including, if appropriate, scale and spread of successful approaches.

By building community engagement, infrastructure and investment, Unifying and Collaborative Agencies will help set the groundwork for the implementation of HMG-LA and establish a foundation for countywide systems change. In addition, HMG-LA Pathways will provide a venue for First 5 LA and LACDPH to garner feedback on HMG-LA core components and potentially test key activities and/or strategies based on alignment to the HMG-LA Pathways communities' approaches.

While the focus and timeframe for each phase of this three-year project<sup>18</sup> will differ, to ensure progress across the phases there should be an emphasis on the following throughout the course of the project:

- Ongoing data collection and documentation of activities and lessons learned.
- Cross-community learning and best practice exchange between HMG-LA Pathways communities.
- Sustainability planning from the start to identify how to sustain the approaches once First 5 LA funding has ended.

HMG-LA Pathways will provide an opportunity for Unifying Agencies and their partners to strengthen cross-sector collaboration and integration with the primary goal of bolstering referral pathways across sectors within the community to ensure children identified at-risk and with developmental and behavioral delays in a community are connected to services more efficiently and effectively. The roles and functions needed to carry out these phases are described in the following Scope of Work section.

## **VI. SCOPE OF WORK**

This solicitation seeks proposals from organizations interested in serving as a primary Unifying Agency that will provide support for the HMG-LA Pathways community within a given geographic region (see map in **Appendix A**). Up to **seven (7) organizations** will be selected to provide support for regional level functions to test innovative approaches to strengthen referral pathways across the EII continuum that will establish a foundation for countywide systems change.

Organizations can apply to serve as a Unifying Agency for more than one HMG-LA Pathways community but are required to submit a separate application for each community. It is expected that the Unifying Agency will develop a collaborative that includes both Collaborative Agencies (subcontractors that support implementation and learning) and Supporting Partners (community stakeholders who provide input such as child- and family serving agencies, community-based and faith-based organizations and parent representatives) that will work together to fulfill the functions discussed below. It is the expectation that proposals will include the proposed subcontractors that will collectively serve as the Collaborative Agencies for each HMG-LA Pathways community.

### **A. Roles and Functions**

#### **First 5 LA and LACDPH**

First 5 LA's role in this project is to support and manage the contracts of all Unifying Agencies, contract with a Technical Assistance Provider to ensure project success, share learnings across Unifying Agencies, share how to message HMG-LA, and make connections to other First 5 LA and county investments and external stakeholders. In addition, First 5 LA will share progress and findings

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<sup>18</sup> First 5 LA reserves the right to extend the project beyond the three-year period.



with LACDPH to inform the implementation of HMG-LA, including identifying opportunities for alignment of HMG-LA Pathways to HMG-LA's four core components.

**Technical Assistance (TA) Provider**

TA will be provided for several of the roles and functions, as described below. There is a separate Request for Qualifications (RFQ) for a TA Provider for the HMG-LA Pathways communities. Please **note that a Unifying Agency, Collaborative Agency or Supporting Partner cannot serve as the TA Provider.**<sup>19</sup> Selected Unifying Agencies are required to collaborate with the selected TA Provider and will provide First 5 LA feedback on the effectiveness of the TA provided.

**HMG-LA Pathway**

Figure 7 below details roles and functions to be fulfilled by the Unifying Agency, Collaborative Agencies and Supporting Partners. While there is flexibility in who completes some of the roles and functions, **the Unifying Agency cannot subcontract the Administrative Oversight and Multi-level Community Coordination roles.** The roles detailed below will be reviewed and may be revised based on lessons learned and in accordance with *Section IX. Terms of Project.*

**Figure 7: Unifying, Collaborative and Supporting Roles**

Unifying Agencies (Funded) Roles	Collaborative Agencies (Funded) Roles	Supporting Partners (Non-Funded) Roles <sup>20</sup>
<ul style="list-style-type: none"> <li>✓ Administrative oversight (required)</li> <li>✓ Multi-level community coordination (required)</li> <li>✓ Communication &amp; outreach</li> <li>✓ Regional learning</li> <li>✓ Resource mobilization</li> <li>✓ Pilot collaborative identified strategies</li> <li>✓ Strategy design partners</li> </ul>	<ul style="list-style-type: none"> <li>✓ Communication &amp; outreach</li> <li>✓ Regional learning</li> <li>✓ Resource mobilization</li> <li>✓ Pilot collaborative identified strategies</li> <li>✓ Strategy design partners</li> </ul>	<ul style="list-style-type: none"> <li>✓ Strategy design partners</li> </ul>

**Administrative Oversight.** The selected Unifying Agencies will be responsible for the direct management of grant agreement with First 5 LA as well as the management of subcontractors, including oversight of the Collaborative Agencies and Supporting Partners to provide support to the HMG-LA Pathways community. **The selected Unifying Agencies may not subcontract the role of administrative oversight.**

The first function of the Unifying Agency listed below is contract administration, which includes but is not limited to fiscal management, reporting, invoicing, and subcontract administration and monitoring. Since part of the project's scope of work may be performed by subcontractors, contract administration will be vital to this role. This includes ensuring that funds are properly monitored and distributed in a timely manner and that the work provided is satisfactorily moving the HMG-LA Pathways community towards success. Unifying Agencies will be responsible for continually assessing the capacity needs of their own staff and those of subcontractors and striving to address those needs through the coordination of organizational capacity building. It is not anticipated that Unifying Agencies will be experts on all aspects of the work, nor responsible for directly meeting all capacity needs of their team. Rather, Unifying Agencies are required to work with First 5 LA and the TA Provider to address identified capacity building needs. As support must be customized to and informed by each HMG-LA

<sup>19</sup> A proposer cannot apply to both this RFP and the TA Provider RFQ.

<sup>20</sup> Non-funded indicates Supporting Partners are not subcontractors. Unifying Agencies may elect to use stipends to foster engagement.

Pathways community, First 5 LA recognizes that there is no one right way to do the work and that it will likely look different in each of the seven communities.

Responsible Party: Unifying Agency

Functions

- Contract administration, which includes but is not limited to compliance with grant requirements, fiscal administration, monitoring, invoicing, subcontract administration and fulfilling reporting requirements (monthly in-person or telephonic meetings, and quarterly and annual written progress reporting)
- Act as the primary liaison with First 5 LA for subcontractors in the community
- Develop and manage subcontracts with Collaborative Agencies and other subcontractors, including the establishment of clear expectations related to performance and adherence to the project's scope of work
- Ensure that funds are expended according to this investment's purpose and phases
- Provide timely access to resources that subcontractors need to perform their roles
- Continually monitor the capacities and gaps of itself and all subcontractors
- Collaborate with the TA Provider to inform development of a TA plan and curriculum
- Coordinate with First 5 LA to develop and implement a plan to address organizational capacity development as needed

***Multi-level collaborative coordination.*** The Unifying Agency will be responsible for supporting First 5 LA and the TA Provider as they facilitate multi-level community coordination to maximize opportunities to connect the work of the HMG-LA Pathways communities to each other and to align efforts at the countywide level, particularly with the rollout of HMG-LA. Concurrent with the HMG-LA Pathways timeline is the planning and implementation of HMG-LA core components. As relevant, the Unifying Agency will facilitate input and testing of components. This will involve coordinating with First 5 LA and other First 5 LA grantees and contractors, as necessary. For instance, as First 5 LA seeks to finalize elements needed for the HMG-LA CAP,<sup>21</sup> it will need input from community stakeholders such as resource identification for a resource directory. As the principal liaison with First 5 LA, the Unifying Agencies will coordinate communication and targeted interactions with HMG-LA Pathways community partners or their representatives.

In addition, the Unifying Agency will need to coordinate efforts between Collaborative Agencies and Supporting Partners, as well as other community level efforts. Most importantly, the Unifying Agency is responsible for fostering a collaborative within the HMG-LA Pathways community among Collaborative Agencies and Supporting Partners and other community stakeholders to carry out the phases of the project. TA will be available for these functions. ***The selected Unifying Agencies may not subcontract the role of multi-level community coordination.***

Responsible Party: Unifying Agency

Functions

- Ensure the various groups within the HMG-LA Pathways community are working in a coordinated manner; that is, they are communicating in a way that allows each to effectively fulfill their respective roles
- Ensure effective coordination with First 5 LA by acting as a strategic thought partner and helping to schedule interactions with HMG-LA Pathways community partners
- Foster consensus among the collaborative to identify, select and prioritize strategic approach(es) for investment to strengthening referral pathways among partners

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<sup>21</sup> See Appendix C for definition.

- Serve as a thought partner in regional and countywide efforts to identify opportunities for cross-learning and replication
- Monitor activities in the other HMG-LA Pathways communities in order to identify opportunities to build upon and strengthen each other's efforts
- Monitor other community and county efforts and activities to identify opportunities to align the work of HMG-LA Pathways communities and help strategize and facilitate this collaboration
- Coordinate efforts with the HMG-LA rollout, including providing feedback and attending meetings

**Communications and outreach.** Given this is a regional effort with several partners, the Unifying Agency will need to communicate HMG-LA Pathways efforts to stakeholders (e.g., Collaborative Agencies and Supporting Partners) on an ongoing basis. In addition, for efforts to be successful, providers, caregivers and parents in the area will need to be engaged to support implementation of ELL strategies. The Unifying Agency (or Collaborative Agency, if subcontracted) is responsible for recruiting and facilitating feedback from Supporting Partners as well as community residents. As such, the responsible agency should convene a stakeholder workgroup, or similar vehicle, as a communication tool to provide information and solicit feedback.

Responsible Party: Unifying Agency and/or Collaborative Agencies

Functions

- Manage the development and distribution of communications materials (e.g., fliers, newsletters, etc.) in adherence to First 5 LA brand guidelines and training
- Facilitate the development and implementation of communication strategies designed to build and maintain awareness and support of work of HMG-LA Pathways in the broader community
- Convene a stakeholder workgroup or similar vehicle that meets periodically to support planning and implementation of strategies, including sharing of best practices across collaboratives

**Regional learning.** A great deal of learning on all facets of the work will be required for all involved throughout the life of HMG-LA Pathways, necessitating continual quality improvement efforts. This is due to the many inherent complexities of the work as well as the fact that much of what is being implemented is new for those involved.

To maximize the effectiveness of everyone's efforts, it is important that continual learning occurs at all levels as part of a collective effort. The Unifying or Collaborative Agencies, with guidance from the TA Provider, will coordinate learning across the HMG-LA Pathways community in collaboration with First 5 LA and other First 5 LA contractors. The responsible agencies will work with the TA Provider to help other participating agencies incorporate the use of data, regular reflection and learning into their daily processes. They will also coordinate with the TA Provider to determine and implement changes and improvement efforts suggested by the lessons learned.

In addition, the participation of Unifying and Collaborative Agencies are essential to supporting TA and evaluation activities involving the HMG-LA Pathways communities with evaluation contractors directly or indirectly hired by First 5 LA. During Phase 1 of the project, a data collection plan will be established that details what data will be collected, how data will be collected, and who beyond First 5 LA and the TA Provider can access the data.

Responsible Party: Unifying Agency and/or Collaborative Agencies

Functions

- Support community monitoring and learning

- Co-develop and support implementation of a process evaluation plan for the community, including proposing outcomes and a data collection plan
- Support coordination with First 5 LA to implement TA and evaluation activities
- Establish baseline of referral pathway functioning as related to above intended outcomes including identifying equity concerns (see *Section V*)
- Participate in the learning activities across the county and share information learned
- Participate in regular learning activities across the community, including those implemented by First 5 LA and/or its contractors
- Compile lessons learned across the community for dissemination to counterparts at other HMG-LA Pathways communities and First 5 LA
- In collaboration with First 5 LA, develop consent forms and/or data sharing agreements compliant with HIPPA and related regulations
- Support data collection
- Inform interpretation of data analysis findings, identifying lessons learned and developing action steps based on the learning for continual quality improvement purposes

**Resource mobilization.** The Unifying Agency and/or Collaborative Agencies are responsible for resource mobilization to help move the HMG-LA Pathways communities towards sustainability by attracting and leveraging local, countywide, state and federal resources, including alignment to existing agency projects and goals, to support the work of the communities beyond First 5 LA funding. Resources are anything of value, including funding, staff, services, space, equipment and other assets needed to function that would otherwise need to be purchased. These efforts should be well coordinated across participating agencies. TA will be available for these functions.

Responsible Party: Unifying Agency and/or Collaborative Agencies

Functions

- Attract and leverage local resources (funding, staff, services, assets) to connect to the strategies of the HMG-LA Pathways community
- Participate in direct resource mobilization activities, such as facilitating relationships with potential resource providers
- Develop sustainability plan

**Pilot collaborative-identified strategies.** Unifying and Collaborative Agencies will support the identification, development and implementation of community-identified strategies and projects to strengthen EII referral pathways between collaborating partners. First 5 LA acknowledges the relationship between developmental and behavioral delays and exposure to violence, so identified strategies should be trauma-informed and promote resiliency.<sup>22</sup> Identified strategies should be based on established need, such as utilizing existing data sources like resource mapping findings. The Unifying Agency will develop and manage a plan for utilizing funds designated for strategies identified for the HMG-LA Pathways community. The Unifying Agency will ensure strategies are implemented by implementing them directly or implementing them through subcontractors. TA will be available for these functions and support the piloting of data-driven and trauma-informed strategies.

Responsible Party: Unifying Agency and/or Collaborative Agencies

Functions

- Support the HMG-LA Pathways community with ongoing planning, implementation and reflection of strategies selected to achieve desired EII change

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<sup>22</sup> For more information on trauma and resiliency, see: Ott, J. G., Pinard, R. A., Ithiphol, K., & Olwig, T. T. (2017). *Trauma and resiliency: A systems change approach*. Los Angeles, CA: First 5 LA. Retrieved from <https://www.first5la.org/files/Trauma.pdf>

- Summarize recommendations needed to sustain approaches
- When necessary, Unifying Agency to conduct the procurement and contracting of subcontractors to help implement strategies

**Strategy design partners.** The Unifying Agency will provide opportunities for Collaborative Agencies and Supporting Partners (which includes the family voice) to help in the planning and implementation of community strategies. This will be accomplished through joint planning meetings during Phase 1, with meetings continuing as needed to assess implementation in subsequent phases. It is important that strategies are designed through consensus involving multiple community stakeholders via the Collaborative Agencies and Supporting Partners. First 5 LA reserves the right to approve strategies before they are piloted.

Responsible Party: Unifying Agency, Collaborative Agencies and Supporting Partners

Functions

- Collaborative Agencies and Supporting Partners to support First 5 LA in fulfillment of its roles by attending meetings arranged by the Unifying Agency between HMG-LA Pathways community members and First 5 LA staff or its contractors
- Collaborative Agencies and Supporting Partners to provide feedback in the identification, planning, implementation and evaluation of EII strategies in the HMG-LA Pathways community
- Collaborative Agencies and Supporting Partners to identify opportunities for collaboration and integration with aligned efforts in the local landscape

**B. Accountability Plan**

The Unifying Agency is expected to have and implement an accountability plan that outlines the structures, systems, agreements and contingencies to navigate accountability with First 5 LA and its partners including Collaborative Agencies and Supporting Partners that will be finalized during contract negotiations with First 5 LA. This information is provided to clarify the approach First 5 LA is taking towards accountability. It is expected that the Unifying Agencies work closely with First 5 LA to ensure alignment with the objectives, results and outputs as detailed in the Project Overview and listed below. Unifying Agencies will be held accountable to three aspects of the work:

1. **Outputs.** Unifying Agencies will be expected to provide the roles and functions outlined in the grant agreement, including all deliverables.
2. **Approach.** This aspect pertains to the way that the work is done. Unifying Agencies will be held accountable for their approach to the work, which is expected to be consistent with the mission, vision and priorities of First 5 LA and includes representation across sectors and the EII continuum.
3. **Learning.** Unifying Agencies will be held accountable for facilitating and supporting learning through the documentation of lessons learned and recommending ways to integrate learning into the community and the county at large.

Learning on all levels of the investment is intended to help achieve success as described above.

**VII. ELIGIBILITY REQUIREMENTS**

Proposers for the Unifying Agency position must meet the following minimum requirements:

1. Must provide at least one of these services along the EII continuum: developmental or behavioral delay identification (i.e., surveillance and screening); assessment; referral to

developmental or behavioral intervention services; care coordination/case management; and/or prevention or intervention services for children with or at risk of delays.

2. Minimum of five (5) years of operation as a legal entity.
3. Minimum of five (5) years successfully managing contracts (e.g., administration of contracts awarded to agency).
4. Three (3) years of experience managing subcontracts (e.g., overseeing the work that the agency has contracted with another agency or individual to perform).

Proposers that do not meet the requirements above will not pass the first level of review (see *Section X. Selection Process and Review Criteria*).

## **VIII. SUMMARY OF DESIRED QUALIFICATIONS**

The following qualifications are desired for the proposed Unifying Agency:

- Experience working with culturally and linguistically diverse groups, in particular parents of young children and community-based programs.
- Demonstrated commitment to community and family engagement, including cultural competency, as demonstrated through past work.
- Knowledge of the ELL landscape in L.A. County, including existing referral pathways and barriers to providers and families in completing referrals.
- At least three (3) years of experience delivering service(s) on the ELL continuum in the proposed catchment area and obtaining funding to deliver ELL services.
- At least three (3) years of experience working within the proposed HMG-LA Pathways community catchment area and demonstrated understanding of core issues impacting ELL services in the area.
- Experience engaging in cross-sector collaboration to improve technology, infrastructure and/or practice.
- Experience convening and/or communicating with a cross-sector of service providers to implement activities, programs, etc.

### Minimum Requirements for Collaborative Agencies

Collaborative Agencies are critical to the successful execution of the Scope of Work. First 5 LA reserves the right to review and approve the proposed Collaborative Agencies with the selected Unifying Agencies. Please review the following guidelines for the selection of Collaborative Agencies:

- Must be legal entities.
- Must have a physical location in L.A. County.
- Must provide services on the ELL continuum.
- Have the experience and/or qualifications to complete assigned Scope of Work tasks.

It is expected that proposers will certify in the proposal via the HMG-LA Pathways Community Organizational Chart (**Appendix J**) that all proposed Collaborative Agencies meet the minimum guidelines above. First 5 LA reserves the right to confirm compliance to the minimum guidelines for Collaborative Agencies.

First 5 LA reserves the right to impose additional requirements for Collaborative Agencies through the life of the project including recommending agencies. First 5 LA also recognizes that over the course of the project there may be a need to add and/or remove agencies and partners to strengthen the collaborative to meet the goals of the project. First 5 LA may disapprove a proposed Collaborative Agency if they do not meet the guidelines above, are in non-compliant status with First 5 LA, or has breached a contract with First 5 LA. Current and former First 5 LA grantees, contractors and vendors

must be in good standing and compliant with all aspects of current and former agreements with First 5 LA in order to be eligible to serve as a Collaborative Agency. First 5 LA also reserves the right to recommend, approve, or disapprove all subcontractors.

## **IX. TERMS OF PROJECT**

First 5 LA expects to enter into an initial 12-month agreement with selected Unifying Agencies with an anticipated start date of July 1, 2020, subject to approval by the First 5 LA Board of Commissioners. The grant agreement may be renewed annually at First 5 LA's sole discretion for a total project term of up to three (3) years with an estimated total project budget of \$450,000<sup>23</sup> per HMG-LA Pathway community, contingent upon approval by the First 5 LA Board of Commissioners and alignment with the 2020-2025 Strategic Plan. First 5 LA reserves the right to terminate the agreement if the quality of services is not to First 5 LA's satisfaction. It is the intent that approaches will be sustainable after the three-year First 5 LA investment, although First 5 LA reserves the right to extend beyond the three-year period.

First 5 LA will not fund a proposer more than 30% of their annual budget<sup>24</sup> ~~to be negotiated during contracting with selected grantee~~. The 30% threshold does not include First 5 LA funding that may have been awarded to the proposer under a previous funding opportunity.

This project will have a cost-reimbursement agreement. In a cost-reimbursement agreement, grantees will be reimbursed through monthly invoices based on services rendered and actual expenses incurred. It is expected that the proposed budget will be clearly justified in the budget narrative and will be appropriate to the work proposed. The final Scope of Work (see **Appendix K – Scope of Work Template**) and Budget (**Appendix L – Budget Form**) will be negotiated with the selected Unifying Agencies and subject to approval by First 5 LA's Board of Commissioners. Grantees must anticipate a sufficient cash flow to support a 90-day billing cycle.

It is expected that all parties involved are collectively accountable for achieving the outcomes identified in the RFP and therefore all parties are expected to hold themselves and each other accountable for the respective roles that the different parties play in achieving success. Ultimately, however, it is the Unifying Agency that is accountable for managing all parties in the HMG-LA Pathways community.

At a minimum, First 5 LA will require quarterly and year-end reporting on the progress of the project. The proposer shall have technological capabilities for efficient phone and email communication to facilitate interaction with First 5 LA staff and other partners as necessary. A consent form and/or data sharing agreement will be negotiated as part of the agreement in anticipation that client level data will be collected to monitor the pilot of strategies. Additional grant management requirements and/or reports will be determined by First 5 LA during negotiations.

### Funding Available Per HMG-LA Pathways Community

The estimated budget is up to \$450,000 per HMG-LA Pathways Unifying Agency for the total three (3) years of the project. Of this available funding, it is anticipated that a sizable portion of the budget will be allocated for piloting collaborative-identified strategies. As for budget breakdown:

- Minimum ~~least of~~ 50% of the budget is reserved for Phase 2 of the project;
- Up to 20% is allocated for Phase 1; and
- Up to 30% allocated for Phase 3 of the project.

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<sup>23</sup> Depending on the outcome of Phase 1 planning, there may be an opportunity to adjust the budget.

<sup>24</sup> [Please review Section X. Selection Process and Review Criteria for more information on the requirements of Level 2 Financial Review.](#)

The purpose of our funding is to support advancements that participating agencies' traditional budgets are typically not able to fund. First 5 LA's requirement is that funding awarded via this RFP be used for technology, infrastructure and/or practice transformation strategies to strengthen and expand referral pathways as described in *Section VI. Scope of Work*.

**First 5 LA funding for this project is not intended to support direct services, rather funding is focused on planning and developing processes, infrastructure, etc. to strengthen and expand referral pathways. Additionally, First 5 LA funding will not supplant existing services, personnel or maintenance financed by federal, state or local sources.**

During the project term, the selected Unifying Agencies are expected to demonstrate consideration of how other funds (e.g., local, state, federal) can be leveraged. First 5 LA's expectation is that participating agencies will contribute to the HMG-LA Pathways investment through in-kind (e.g., staff time, materials, physical space, etc.) support<sup>25</sup> and/or leverage local, state and federal funds. It is our assumption that participating agencies are already providing and have existing funding for early identification, care coordination support and/or intervention services for young children 0-5 years old.

## **X. SELECTION PROCESS AND REVIEW CRITERIA**

First 5 LA will review the proposers based on the multi-stage review process detailed below. Proposal must score satisfactorily in each level of review, as applicable.

### **Level 1 Administrative Review**

First 5 LA will evaluate all proposals for completeness and minimum requirements. Basic requirements include: timely receipt of proposal, submission of all required attachments, and adherence to eligibility requirements. Proposals with omissions of any required documentation are subject to disqualification.

First 5 LA will also conduct a due diligence review that includes a review of the Litigation and Contract Compliance form and a review of whether proposer (that are current and former contractors, grantees and vendors) currently remain placed in non-compliant status by First 5 LA under any existing and past agreement with First 5 LA. First 5 LA reserves the right to request additional information, if needed, to validate eligibility and/or minimum requirements.

Additionally, First 5 LA will conduct a conflict of interest review for proposers including subcontractors.

### **Level 2 Financial Review**

Proposers that pass Level 1 review will proceed to Level 2 review. First 5 LA will review the following documents to ensure the financial capacity of proposers:

- Financial Audit for Fiscal Year 2017-2018 **OR** Calendar Year 2018; **OR**
- Two years of Audited Financial Statements with Two (2) years of Form 990s no older than 2017

If First 5 LA identifies concerns as a result of reviewing the proposer's financial documents, the proposer may be required to submit additional information. Proposers that fail to submit requested additional information will be reviewed based on documents provided at the time of application.

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<sup>25</sup> Proposers should consider alignment of similar projects to the objective of this RFP.



**Proposers will not advance to the next level of review if:**

1. Proposed budget is over the 20% allocated for Phase 1 (cannot exceed \$90,000).
2. Proposed budget is more than 30% of the proposer's annual budget.
3. Financial documents submitted demonstrate significant administrative and/or financial issues that would indicate an inability to effectively manage funds awarded under this RFP.

For proposers that advance to Level 3, the information collected during Level 2 may inform negotiations if recommended for award of the agreement.

**Level 3 Proposal Review**

Proposers that pass Level 2 review will proceed to Level 3 review. Prior to beginning their review, reviewers will be assessed for conflicts of interest with proposers, including subcontractors, and sign a Conflict of Interest form to certify that there are no conflicts of interest. Proposal Reviewers will score proposers using the review tool listed as **Appendix E – Level 3 Review: Proposal Scoring Criteria**. The Proposal Review Panel will be comprised of staff from First 5 LA and LACDPH, the HMG-LA Organizing Entity. Reviewers will participate in a calibration meeting before finalizing scores. Proposers scoring highly in Level 3 will proceed to Level 4.

**Level 4 Interview**

Highly scoring proposals from Level 3 review will proceed to Level 4 review. Only key personnel who will be implementing the proposed RFP can participate in the interview. Tentative interview dates are included in *Section I. Timeline for Selection Process* and are subject to change at First 5 LA's sole discretion. Interviews will be held either in-person at locations in the community catchment areas or via phone. The interview panel will be comprised of First 5 LA and LACDPH staff, community representatives from each HMG-LA Pathways community catchment area. First 5 LA reserves the right to conduct interviews without the community representatives if the representatives do not attend the training and/or interview. Reviewers will be assessed for conflicts of interest with proposers, including subcontractors, and sign a Conflict of Interest form to certify that there are no conflicts of interest. Reviewers will participate in a calibration session prior to finalizing scores. Further written materials may be requested prior to or after the interview. First 5 LA reserves the right to schedule additional interviews/meetings should additional questions arise.

**Reference Checks**

If necessary, reference checks will be completed. If conducted, information obtained through reference checks will complement the results from Level 4 Interview. First 5 LA must be able to contact a minimum of two (2) references provided by the proposer. If two (2) references cannot be reached, First 5 LA may deem the proposer ineligible for this opportunity.

In addition, past and current performance under a First 5 LA agreement, if applicable, will inform the final decision of award. The highest scoring proposers based on combined Levels 3 and 4 scores, in combination with information obtained through reference checks, if conducted, will be recommended to First 5 LA's Board of Commissioners for award of the agreement.

**XI. REQUIRED DOCUMENTS**

The documents listed in this section are required to respond to this RFP. **Appendix F – Application Checklist** – is available to assist in application completion. Omission of any document/form will constitute an incomplete proposal and may be grounds for disqualification. Applications that exceed First 5 LA's page limitation requirements will be adjusted by the removal of page(s) from the proposal. Pages will be removed before the Level 3 Proposal Review. The removed page(s) will not be made available to reviewers.

- **Online Application:** In order to respond to this RFP, proposers must complete an online application form and submit all required documents specified below through the online application system. Proposers must set-up an online account in order to access to the application form. Instructions on setting up the account and access the online application may be found at <https://www.first5la.org/article/help-me-grow-los-angeles-pathways-request-for-proposals-rfp/>. There will be a designated application for each HMG-LA Pathways community; proposer should complete the online application and submit all required documents for the desired community the proposer wishes to provide support to.

*NOTE: Proposers may apply to serve as the Unifying Agency for more than one HMG-LA Pathways community; however, a separate application is required for each community.*

- **Executive Summary:** *Maximum 3 pages total, single spaced, 11-point font with 1" margins, Microsoft Word format.* The summary should begin by listing the community catchment area and proposer agency name. Please include a summary of the following:
  1. Proposal Narrative;
  2. Year 1's Scope of Work as discussed in proposer's Scope of Work; and
  3. Qualifications Narrative.

The Executive Summary is to be reviewed by all reviewers. The target audience for the Executive Summary, however, is for the community representatives, who will only be involved in the Level 4 Interview. The proposer should keep this audience in mind when writing the Executive Summary to ensure there is enough detail but also that information is presented in a manner that is appropriate to those who are not experts in this field.<sup>26</sup>

- **Proposal Narrative:** *Maximum of 10 pages, single spaced, 11-point font with 1" margins.* Please provide the requested information below in the narrative.
  - **Community:** Identify what part of the community catchment area the collaborative will focus their efforts on, such as detailing zip codes, neighborhood, cities or the entire catchment area. Describe existing resources, services and infrastructure that can be built upon specific to the selected region.
    - To support selection of a region, we encourage proposers to use the [Heat Map tool](#) which overlays the parental, perinatal and socio-demographic population data across multiple geographic areas within L.A. County to demonstrate levels of risk. See **Appendix G – HMG-LA Risk Indicator Heat Map** – for additional information on this tool; use other data sources as appropriate.

Preference will be given to regions that are inclusive of communities at higher risk.

- **Approach:** Describe proposed approaches to strengthen the referral pathways in your selected HMG-LA Pathways community that will be considered by your community's collaborative for Phase 1 of the project. Please include the rationale for these approaches and pathways, including data describing the need in the selected

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<sup>26</sup> Translation Waiver: All submitted materials become the property of First 5 LA and First 5 LA reserves the right to outsource the translation of proposals into other languages, as necessary, to make materials accessible to reviewers. Proposers agree that First 5 LA will not be responsible for any errors in the translations.

desired community. In addition, provide a timeline for the entire project period (3 years) that gives an overview of all three phases of the project.

- **Accountability:** Detail the proposed structure including Collaborative Agencies and Supporting Partners and set the foundation for an Accountability Plan (as described in *Section VI. Scope of Work*). Please detail the following:
  - It is the expectation that proposers will identify most or all subcontractors for Phase 1 of the project in their proposal. If the proposer is not able to identify a subcontractor for a specific role, please detail how the proposer will identify, select and involve the unidentified subcontractor position. (First 5 LA may recommend subcontractors and reserves the right to approve or disapprove all subcontractors.)
  - A plan to ensure representatives across sectors and the EII continuum as Collaborative Agencies or Supporting Partners.
  - A process to ensure inclusion and participation of Supporting Partners including meaningfully engaging parent/caregiver representatives.
  - A process for decision-making across all Collaborative Agencies and Supporting Partners.
  - A strategy to ensure the successful submission of outputs across various partners.
  - An accountability approach that outlines structures, systems, agreements and contingencies that will be used to navigate accountability with First 5 LA and its partners.
  - A method for facilitating learning through the collaborative.
- **Letters of Commitment:** Submit a Letter of Commitment from each proposed Collaborative Agency identified in the HMG-LA Pathways Community Organizational Chart (**Appendix J**) indicating its understanding of its proposed position in the project and the intent to fulfill that role should the proposer be selected and the subcontractor is approved by First 5 LA (no page limitation).
- **HMG-LA Pathways Community Organizational Chart:** Complete **Appendix J** listing all participating Unifying and Collaborative Agencies and potential Supporting Partners, which should match the Letters of Commitment submitted. The proposer must also certify that the minimum requirements for Collaborative Agencies listed in *Section VIII. Summary of Desired Qualifications* are met.
- **Scope of Work:** Complete the Scope of Work template (**Appendix K**) and describe the objectives, methods and related key activities to carry out the major functions for Year 1 (initial 12-month agreement period) of the project. Refer to *Section VI* for required Scope of Work activities.

Please include: all proposed Collaborative Agencies and Supporting Partners identified in Appendix J; the tasks described in *Section VI* above; and any additional tasks proposed by the proposer<sup>27</sup>.

- **Qualifications Narrative:** *Maximum eight (8) pages total, single spaced, 11-point font with 1" margins.* Provide a narrative describing relevant work experience(s) that specifically illustrates

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<sup>27</sup> Proposers are encouraged to revise, expand and otherwise edit the tasks in the *Section VI Scope of Work* to enhance the project if they remain consistent with the overall project purpose and goals.

how the proposer has been successful with a project of similar scope and scale that address the following:

- Describe your agency's (or proposed team's) responsiveness and experience to qualifications listed in *Section VIII. Summary of Desired Qualifications*.
  - Provide a listing of the zip codes to which the Unifying Agency currently provides services.
  - A brief list of similar types of contracts that are active and/or were successfully concluded. Please describe your specific role played in the project and how it led to the outcomes described.
- **Budget:** Proposers must submit a detailed budget for Year 1 (initial 12-month agreement period), using **Appendix L**, to include the fulfillment of all activities in the Scope of Work. See **Appendix H – Budget Instructions** – for guidance.

List any in-kind (e.g., staff time, services, equipment, materials, physical space, etc.) support under the Matching Funds column. It is our expectation that participating Unifying Agencies, and as relevant Collaborating Agencies, will contribute to the HMG-LA Pathways investment through resource mobilization including in-kind support and/or leverage local, state and federal funds. For guidance in budgeting for the initial 12-month agreement period, please note that we require that: at minimum 50% of the total project budget is reserved for Phase 2, up to 20% allocated for Phase 1 (\$90,000), and up to 30% allocated for Phase 3 of the project.

- **Budget Narrative:** *Maximum eight (8) pages total, single spaced, 11-point font with 1" margins.* Proposers must include a budget narrative based on instructions in **Appendix H**. The budget narrative should justify the cost of the proposal and support the proposed expenditures by supplementing the information provided in the budget and Scope of Work template. It is expected that proposers' budgets will be clearly justified and appropriate to the work proposed. Include description of any leveraging of resources and funds as well as any in-kind support.
- **Litigation and Contract Compliance Form:** Please read the information on the required Litigation and Contract Compliance form (**Appendix M**) thoroughly and include a signed copy by the proposal deadline. If you checked "Yes" to any of the questions on this form, please explain the circumstances for the response and 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.
- **Financial Statements:** Please submit the following documents:
  - Financial Audit for Fiscal Year 2017-2018 OR Calendar Year 2018; OR
  - Two years of Audited Financial Statements with two (2) years of Form 990s no older than 2017.
- **Business License** (if applicable)

**Failure to submit all required attachments may constitute an incomplete proposal and may be grounds for disqualification.** Proposers are responsible for any errors and omissions in their proposals and applications. In order to respond to this RFP, please complete and submit your proposal and all required documents to First 5 LA no later than **5:00 p.m. PT on January 6, 2020.**

**Proposals received after this deadline will not be considered.** It is the responsibility of the proposer to ensure, prior to submission, that its proposal reflects the requirements of this solicitation. Proposers should not wait to submit documents through the online application system minutes before the closing time. First 5 LA will not be responsible for any delays proposers may encounter with the online application system due to multiple proposers uploading documents before the closing time.

## **XII. TERMS OF THE RFP**

The Commission expects to enter into an initial 12-month agreement with the selected Unifying Agencies with an anticipated start date of July 1, 2020. The agreement will renew at First 5 LA's sole discretion for a project term of three (3) years. It is the intent that approaches will be sustainable after the three-year First 5 LA investment, although First 5 LA reserves the right to extend beyond the three-year period.

Additionally, the Commission may contract with the Unifying Agency for a fourth year to continue testing EII strategies on an as-needed basis. The project will be subject to annual review and renewal based on business need, contractor performance and compliance with the terms of the contract. Contract renewals and annual budgets are subject to approval by First 5 LA. Nothing in this RFP shall be construed as a continuing entitlement or right to contract renewal beyond First 5 LA's discretion.

First 5 LA has the right to amend this solicitation by written addendum. First 5 LA is responsible only for that which is expressly stated in the solicitation document and any authorized written addenda thereto. Such addenda shall be made available via the online funding center. Failure to address the requirements of an addendum may result in the proposal not being considered, at the sole discretion of First 5 LA. It is the responsibility of proposers to ensure, prior to submission, that their application reflects the most recent addenda information and RFP requirements. Addenda to this solicitation, if any, will be posted on First 5 LA's website at <http://www.first5la.org/Funding-Center>.

First 5 LA reserves the right to reject all proposals and re-solicit for proposals. Failure to comply with proposal specifications shall be grounds for disqualification of proposals. Each proposer shall be required to honor the price and specifications quoted for a minimum of sixty (60) calendar days following submission of the proposal. First 5 LA also reserves the right to cancel this RFP, in its sole discretion, at any time before execution of a contract.

First 5 LA shall not be liable for any costs incurred in connection with a proposer's preparation of a proposal in response to this RFP. Any cover letters, résumés and curriculum vita, including attached materials, submitted in response to this RFP shall become First 5 LA's property and subject to public disclosure.

Each proposal shall be retained for official files and will become public record upon submittal unless the proposal or specific parts of the proposal can be shown to be exempt from disclosure by law. The budget, scope of work and other contractual information may be included in board materials which are made public if the contract requires board approval. Each proposer may clearly label parts of a proposal as "CONFIDENTIAL" if the proposer thereby agrees to indemnify and defend First 5 LA for honoring such a designation. The failure to so label any information that is released by First 5 LA shall constitute a complete waiver of all claims for damages caused by any release of the information. If a public records request for information labeled confidential is received by First 5 LA, First 5 LA will notify the proposer of the request. Within seven (7) calendar days after First 5 LA's notification to the proposer, it will be the proposer's duty to act in protection of the labeled information. The proposer's failure to so act shall constitute a complete waiver.

The proposer agrees that, by submitting an application proposal, the proposer authorizes First 5 LA to verify any or all information and/or references submitted in the proposal.

False, misleading, incomplete or deceptively unresponsive statements in connection with a proposal shall be sufficient cause for rejection of the proposal at any time. The evaluation and determination in this area shall be at First 5 LA's sole judgment.

First 5 LA may elect to waive any minor irregularity in a proposal if the sum and substance of the proposal is present.

First 5 LA may, at its discretion, request that the Unifying Agency undertake additional, unanticipated, activities that are aligned to the project objectives of this RFP and incorporate such activities into the final Scope of Work/Performance Matrix and Budget, if applicable.

### **XIII. CONTRACTUAL CONSIDERATIONS**

The successful proposer must sign and adhere to the provisions of the First 5 LA Contract (see **Appendix I – Sample Contract<sup>28</sup>**). The successful proposer must execute the Contract without substantive alteration. All proposers must review the sample Contract in detail and fully understand the contractual obligations described in the Contract, including all insurance requirements. If a satisfactory agreement cannot be negotiated within 30 days of award, First 5 LA may, at its sole discretion, begin negotiations with the next qualified proposer, as determined by First 5 LA. First 5 LA may, after contract award, amend the awarded contract, scope of work and any other exhibits in accordance with the terms of the contract and as needed throughout the contract term to best meet the needs of First 5 LA.

Current and former First 5 LA grantees, contractors and vendors must be in good standing and compliant with all aspects of current and former agreements with First 5 LA in order to be eligible to respond to this RFP. First 5 LA may deem a proposer ineligible to respond to this RFP if it finds, in its sole discretion, that the proposer has done any of the following: (1) violated any term or condition of a First 5 LA agreement; (2) committed any act or omission, or engaged in a pattern or practice, that negatively reflects on the proposer's quality, fitness or capacity to perform services listed in this RFP; (3) committed an act or offense that indicates a lack of business integrity or business dishonesty; or (4) made or submitted a false claim to First 5 LA or any other public entity.

As stewards of public funds [First 5 LA's Funding Guidelines](#) are intended to provide information about the restrictions on the use of First 5 LA funds. Although these Funding Guidelines are applicable generally, the terms of individual funding agreements will always take precedence over these guidelines.

The award of a contract by First 5 LA to an individual/agency/organization that proposes to use subcontractors for the performance of work under the contract resulting from this RFP process shall not limit First 5 LA's right to approve subcontractors, assemble teams and/or assign leads. Each proposer 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 First 5 LA.

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<sup>28</sup> First 5 LA reserves the right to modify the Sample Contract to correspond with the negotiated Scope of Work and Budget.

First 5 LA, in its sole discretion, may conduct an evaluation of this project. Contractors will be required to comply with First 5 LA's evaluation and any requests for information arising out of such evaluations within the timeframe specified by First 5 LA.

If the awarded contract is not signed prior to the intended start date, the commencement of any activities under the contract's Scope of Work (Exhibit A) will not begin until the contract execution date (the date all parties have signed and delivered the contract) and the successful proposer will not be eligible to obtain reimbursement for any costs incurred prior to the contract execution date, unless otherwise approved in writing by First 5 LA. If the awarded contract is not signed by the successful proposer within thirty (30) calendar days from the proposed intended start date, First 5 LA may withdraw the contract award. First 5 LA may revise the proposed effective date prior to final execution of the awarded contract.

If the value of the contract is \$75,000 or more in the aggregate in any fiscal year, the award and execution of the contract is subject to First 5 LA's Board approval. Any performance of services commenced prior to obtaining all written approvals by First 5 LA shall be considered voluntary.

Unless otherwise submitted during the RFP process, the successful proposer will be required to submit additional required documentation including, but not limited to, the following documents before the awarded contract can be fully executed:

- Litigation and Contract Compliance 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 vendors or private organizations)
- IRS Determination Letter for non-profit status (if applicable)
- Completed IRS Form W-9
- Memorandums of Understanding and Subcontracts (for any sub-contractors, collaborators, and/or partners)
- Certificates of Insurance for all insurance requirements outlined in the sample Contract.

#### **XIV. APPEALS POLICY**

First 5 LA reserves the right, without prejudice, to reject any or all submitted proposals. 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 this RFP. Appeals challenging First 5 LA's decision on the merits or qualifications of proposers or the scoring of proposals shall not be permitted. An appeal of a First 5 LA decision shall be in writing and filed with the office of the Executive Director, or his or her designee, within ten (10) business days following the date the notification of decision is made by First 5 LA. For more information, please refer to the Appeals Policy located at <https://www.first5la.org/policies/>.

#### **XV. APPENDICES**

##### For Information Purposes

- Appendix A – Map of HMG-LA Pathways Communities

- Appendix B – First 5 LA's Investments to Strengthen Early Identification and Intervention: 2005-Present
- Appendix C – Context for HMG-LA Pathways
- Appendix D – Things to Consider When Selecting a Partner
- Appendix E – Level 3 Review: Proposal Scoring Criteria
- Appendix F – Application Checklist
- Appendix G – HMG-LA Risk Indicator Heat Map ([Updated on October 9, 2019](#))
- Appendix H – Budget Form and Budget Narrative Instructions
- Appendix I – Sample Contract

#### For Submission

- Appendix J – HMG-LA Pathways Community Organizational Chart
- Appendix K – Scope of Work Template
- Appendix L – Budget Form
- Appendix M – Litigation and Contract Compliance Form