



First5LA.org

FIRST 5 LA DATA STRATEGY REQUEST FOR PROPOSALS (RFP)

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

RELEASE DATE: July 23, 2021

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I. TIMELINE FOR SELECTION PROCESS¹

ACTIVITY	DATE
RFP Released	July 23, 2021
Information Session	August 3, 2021 at 11 a.m.
Final date to submit questions and requests for additional information	August 9, 2021
Posting of responses to questions	August 13, 2021
Proposal Due	August 20, 2021
Interviews	September 20 & 22, 2021
Contractor Selected	October 1, 2021
Board of Commissioners Approval	November 10, 2021
Contract Start Date	November 15, 2021

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 p.m. Pacific Time (PT) on August 20, 2021**. 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 p.m. PT may constitute an incomplete proposal and may be grounds for disqualification.**

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

Christopher Stephens, Contract Compliance Officer
E-mail: cstephens@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 p.m. PT on August 9, 2021**. First 5 LA reserves the sole right to determine the timing and content of the responses to all questions, including proposer specific conflict of interest questions,² and requests for additional information. First 5 LA may respond to individual inquiries and then post replies to all questions by the posting date.

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

² Proposers (including subcontractors) whose financial interests, or prior contractual relationships to First 5 LA, would constitute either a conflict of interest under California’s Political Reform Act, or a prohibited financial interest in the making of a First 5 LA contract as prohibited by Government Code Section 1090, are ineligible to receive this funding and will be disqualified from review. Any proposer specific questions related to conflict of interest should be directed to Christopher Stephens at cstephens@first5la.org

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Potential proposers are highly encouraged to participate in the Informational webinar from **11 a.m. PT on August 3, 2021** to learn more about the RFP requirements. Please register for the webinar at: <https://first5la.zoom.us/meeting/register/tJwqd-urqj8oHNz6jfdL0PpzbeUXdo1otQsL>. 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 Opportunities webpage: <https://www.first5la.org/news-resources/funding-center/>.

Please check the Funding Opportunities 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/news-resources/funding-center/>. It is the responsibility of proposers to ensure, prior to submission, that their proposal reflects the most recent information and RFP requirements.

II. BACKGROUND

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.

The First 5 LA 2020-28 Strategic Plan

In November 2019, First 5 LA's Board of Commissioners approved the [2020-28 Strategic Plan](#) that articulates the organization's bold "North Star" – that by 2028, all children in Los Angeles County will enter kindergarten ready to succeed in school and life. The plan will help guide and accelerate all First 5 LA does to make a tangible difference in the lives of children today and tomorrow.

The Strategic Plan outlines four strategic priorities, Strategic Priority 3 (SP3) is a primary driver underlying this Request for Proposals (RFP). SP3 calls on First 5 LA "to expand influence and impact with data by expanding the availability, use and power of data and parent voice to call attention to disparities, amplify advocacy, and drive policy change, practice change, and will building." This RFP is aimed at supporting the development and implementation of a data strategy that will guide our efforts to address SP3. The data strategy will also support our work related to Strategic Priority 4 (SP4). SP4 is focused on the critical connection between our internal operations and our external impact. The data strategy will include a focus on the data and infrastructure needed for monitoring, understanding and making improvements to optimize our performance.

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A) First 5 LA's Values

First 5 LA grounds its work in its **values**, that act as guiding principles for how it does its work, the culture it aims to promote, and as a benchmark to measure behaviors and performance:

- **Collaboration**: We promote a collaborative culture and strategies in all that we do.
- **Integrity**: We act in ways that reflect our Values and hold ourselves accountable for our behaviors and the outcomes of our work.
- **Learning**: We integrate learning into all aspects of our decision-making, commit to continuous improvement and share what we have learned.
- **Diversity, Equity and Inclusion**: We embrace the diversity of L.A County, advocate for fairness and promote systems that advance the full participation of young children and their families.

B) First 5 LA's Investment Guidelines

First 5 LA's Investment Guidelines serve as criteria for decision-making for all major components of the strategic planning process and as ongoing policy guidance for Board and staff during implementation. Together, the Investment Guidelines represent a "six-part identity statement" for First 5 LA that explicitly prioritizes adopting an equity lens through our work and addressing the critical challenge of declining First 5 revenue:

- **Equity**: Prioritize children, families and communities in our target population that our work has the greatest potential to impact and advance our North Star.
 - Use data to elevate disparities and achieve equitable outcomes
 - Strengthen existing public systems to be child and family-centered
 - Incorporate the voice of families and communities in systems change
- **Sustainability**: Embed sustainability strategies within all of our work
 - Plan and operate within our fiscal reality
 - Create new revenue and fund leveraging strategies
 - Co-invest with partners
- **Partnership**: Engage partners throughout planning, development, and execution of our work
 - Demonstrate how committed partnerships are engaged and fundamental to our work
- **Prevention**: Focus on early intervention and prevention
 - Invest in early intervention and prevention as the primary focus of our work
 - Link downstream investments to prevention
- **System Change**: Focus on systems change and implementation to impact the most children and families.
 - Focus on strengthening existing systems; rather than creating new systems
 - Consider direct services only when there is significant potential to demonstrate models for scalability and sustainability
- **Evidence and Innovation**: Prioritize scaling up evidence-based practices, balanced with investments in innovative and promising approaches to address community needs
 - Pursue and test innovative and promising approaches, as necessary, to respond to community needs and achieve scale.

C) What's Needed to Make First 5 LA's North Star a Reality?

To reach its North Star, First 5 LA wants systems to work better for all families in L.A. County by making systems more family-centered and child-focused with a focus on four results areas that include:

1. Families have the resources, opportunities, relationships and environments to optimize their child's development.
2. Children enter kindergarten without any previously unidentified developmental delays and connected to developmentally appropriate services and supports.
3. Children are safe from abuse, neglect, and other trauma.
4. Children have high quality early care and education (ECE) experiences prior to kindergarten entry.

First 5 LA will seek these results through policy change, practice change and public-will building. It will do so with diverse partners who share First 5 LA's aspirations for children and bring an intentional focus on equity for children and families facing disparities in outcomes and opportunities.

D) Office of Data for Action

The Office of Data for Action (ODFA) is a new unit within First 5 LA that provides leadership and consultation on measurement, evaluation and data-related endeavors across the organization. ODFA is responsible for advancing an organization-wide data strategy across all teams within the Center for Operational Excellence, the Center for Child and Family Impact and various other functional Offices. Given this charge, ODFA will play a pivotal leadership role in the direction and oversight of the First 5 LA Data Strategy.

E) The First 5 LA Data Strategy

First 5 LA seeks to leverage data as a strategic asset. To this end, we will develop a data strategy that provides a vision and roadmap for using data to achieve our organizational goals. The First 5 LA Data Strategy will be grounded in the 2020-2028 Strategic Plan and serve as the foundation for our data-related work. Fundamentally, a data strategy is a roadmap for how *prioritized* data needs will be addressed and how data will be used in service of our internal- and external-facing goals. Yet, our conceptualization of a data strategy encompasses more than just the data we need and how we will use it. The First 5 LA Data Strategy will also address issues related to the organizational infrastructure—people, processes, and tools—including the capacities staff need to understand and use data and the processes and tools necessary to ensure we can effectively acquire, access and use high quality data.

The overarching purpose of the First 5 LA Data Strategy is to ensure we have the data needed to (a) optimize our organizational effectiveness, (b) inform system change efforts and (c) measure the progress of our strategic plan. Our goal is to develop an organization-wide data strategy that inspires a shared commitment to *prioritized* data needs. This shared commitment will in turn inspire and promote integration across teams within First 5 LA, which enable us to use resources that support data-related work more efficiently and effectively. Ultimately, the goal is for the First 5 LA Data Strategy to position us to use data to inform strategy, resource allocation, and decision-making.

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III. PROJECT OVERVIEW

A. Purpose

First 5 LA is seeking to contract with a Project Team to co-design and lead with ODFA the process of developing the First 5 LA Data Strategy and preparing the organization for its implementation. This project will involve serving as a thought partner to First 5 LA and engaging internal and external stakeholders. The purpose of the project is to support First 5 LA as we develop and prepare to implement our first ever Data Strategy. The process of developing the Data Strategy is expected to include but is not limited to the following: (a) identifying and prioritizing data-related business needs, (b) determining the organizational infrastructure required to meet prioritized data needs, (c) deciding which solutions can best address data *and* infrastructure needs, and (d) developing a roadmap to take us from strategy development to execution that considers timing, pacing and sequencing.

B. Project Assumptions

Consistent with the purpose and goals of this project, First 5 LA has the following assumptions about the Data Strategy and roles and responsibilities related to its development:

1. Data Strategy

- a. The Data Strategy will be grounded in a set of principles that provide direction and are rooted in our organizational values and priorities.
- b. The Data Strategy will be an important tool for operationalizing First 5 LA's Diversity Equity and Inclusion (DEI) value and our Equity Investment Guideline as we work toward elevating disparities, incorporating the voice of families and communities in systems change and strengthening public systems in ways that promote equitable outcomes
- c. The Data Strategy will be actionable and include multiple components that are aligned and coordinated.
- d. The Data Strategy will consider (a) data needs across First 5 LA's priority early childhood systems (i.e., Early Care and Education ("ECE"), Home Visiting ("HV") and Early Identification and Intervention ("EI")) and target populations to inform our system change efforts, (b) data needs related to organizational effectiveness and culture, and (c) data needs related to measuring the progress of Strategic Plan.
- e. It is not feasible to develop a Data Strategy that places equal emphasis on data needs related to organizational effectiveness and culture, systems change efforts and measuring progress at the outset.
- f. Prioritized data needs will reflect the perspective of internal and external stakeholders.

- g. In addition to quantitative data from and about systems and populations, qualitative data will be generated that reflects parent and community voice and tells the story of how systems are changing.
- h. The Data Strategy will undergo periodic review and refinement.

2. Roles and Responsibilities

- a. The Office of Data for Action (ODFA) will collaborate with the Project Team to co-design and implement the project and serve as the internal leads for the Data Strategy.
- b. The Office of Equity, Strategy, and Learning (OESL) will be a key internal partner in the development and implementation of the First 5 LA Data Strategy given the responsibility of the Office to lead strategy development and advance an organization-wide learning agenda.
- c. Data Strategy implementers will include ODFA, teams across First 5 LA, grantees and contractors, system and data partners, and other stakeholders.
- d. The Project Team will serve as a neutral and objective third party that leads the development of the Data Strategy on behalf of First 5 LA, while identifying and considering the perspective and priorities of diverse stakeholders.
- e. The Project Team is responsible for coordinating and facilitating stakeholder engagement and developing collateral materials and dissemination products.
- f. The Project Team will establish and convene an advisory group to serve as a sounding board and provide guidance and recommendations.

C. Collaboration with First 5 LA and External Partners

The Project Team will work closely and in partnership with First 5 LA staff throughout the course of this project. First 5 LA expects to work as a thought partner with the Project Team and actively engage in all aspects of the design and implementation of this project. In addition, the Project Team will work collaboratively with the staff of First 5 LA, grantees and contractors, as well as our system, advocacy and data partners as appropriate. These stakeholders have extensive knowledge of First 5 LA and the systems we support and will play an important role in developing and contributing to the success of the data strategy.

IV. SCOPE OF WORK

This solicitation seeks proposals from entities interested in leading the Project Team that shall provide expertise, process design and implementation, facilitation, product development and project management services to First 5 LA in support of Data Strategy development and implementation planning. The selected proposer will assume direct responsibility of compliance to the agreement with First 5 LA, including but not limited to fiscal management, reporting, invoicing, subcontracting and

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monitoring. The selected proposer is expected to remain the lead project manager of the Project Team and will be responsible for implementing the phases and tasks.

The following outlines one possible approach to organizing the work of this project into phases and identifying potential tasks that could be carried out in each phase. Proposals submitted in response to this RFP should detailed Proposer's proposed approach as identified in *Section IX. Required Documents*. Ultimately, the approach including the combination and sequencing of phases and tasks will be determined collaboratively by First 5 LA and the Project Team.

Phase I: Process Design

During this phase, the Project Team will refine the Proposed Project Plan submitted with their proposal. Tasks during this phase may include:

1. Orientation and onboarding conversations
2. Key informant interviews with internal and external stakeholders
3. Identification and review of data strategies and agendas of similar organizations
4. Establishing and convening an advisory group to solicit guidance and recommendations
5. Refining the Project Plan including key milestones and target dates
6. Development of the framework (e.g., scope, content and structure) for the Data Strategy
7. Ongoing communication with key stakeholders

Phase II: Data Strategy Development

During this phase, the Project Team will develop the Data Strategy. Tasks may include:

1. Development of data strategy principles and success criteria
2. Inventory of existing initiatives that support data needs
3. Identification of organization-wide, team-specific and system-specific data needs
4. Assessment of data-related organizational infrastructure strengths and weaknesses
5. Development of long-term goals and short-term priorities and milestones
6. Prioritization of data needs to determine which will be addressed
7. Determine the new or existing work to include in the Data Strategy
8. Develop dissemination products and collateral materials
9. Convene the advisory group and incorporate guidance and recommendations
10. Ongoing communication with key stakeholders

Phase III: Data Strategy Implementation Planning

During this phase, the Project Team will support implementation planning. Tasks may include:

1. Supporting ODFA as it prepares to provide strategic oversight of the work in the Data Strategy Roadmap
2. Co-designing and supporting planning capacity building efforts that promote understanding data, data use and data quality
3. Co-designing and supporting planning efforts related to sensemaking and data use including approaches, tools and processes within First 5 LA and with key partners and stakeholders
4. Co-designing and supporting planning efforts related to dissemination and sharing findings, learnings and insights with First 5 LA staff, key partners and stakeholders.

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General Project Management

The Project Team shall manage all aspects of the project and in doing so is expected to:

- Plan and facilitate regular conference calls with First 5 LA
- Respond to First 5 LA requests in a timely manner
- Inform First 5 LA of progress as well as obstacles or issues encountered
- Propose solutions and make adaptations as needed to respond to emerging issues and changing context

The Project Team is expected to furnish the necessary personnel, materials, services, and otherwise do all things necessary or incident to performing this project, unless otherwise stated in this document. This includes but is not limited to technology, meeting space, and logistical supports including translation necessary to conduct virtual and in-person information gathering and related activities.

Additional Activities

First 5 LA may require the Project Team or a separate consultant to perform additional activities related to Data Strategy development, implementation planning and/or implementation based on emergent learning and our desire to respond to the unique needs of this project. First 5 LA will evaluate its business needs with respect to the emergent activities related to the work described above: 1) and may assign the emergent activities to the Project Team and incorporate in a new or revised task order as appropriate; 2) or may require a separate consultant to perform the emergent activities. The Project Team will furnish the necessary personnel, materials, services, and otherwise do all things necessary or incident to performing this project, unless otherwise stated in this document.

Key Milestones and Estimated Target Date

Proposer’s Scope of Work should reflect the proposed timeline for achieving key milestones given their experience with similar work. Below are select milestones and target dates. Target dates are negotiable.

Milestone	Target Date
Process Design (Phase II)	February 2022
Final Data Strategy (Phase II)	December 2022
Implementation Planning Complete (Phase III)	December 2023

V. ELIGIBILITY

Proposers must meet the following minimum requirements:

1. Minimum of five (5) years of experience partnering with organizations to prioritize and plan to address strategic data needs
2. Availability of key staff to attend virtual and in-person meetings in Los Angeles County

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

VI. DESIRED QUALIFICATIONS

The ideal Contractor will have the following qualifications:

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Knowledge

- General understanding of the conditions of young children and families in Los Angeles County
- Familiarity with the early childhood landscape in L.A. County, including service delivery systems
- Understanding of the data landscape in priority early childhood systems including Early Care and Education, Home Visiting, and Early Identification and Intervention
- Knowledge of systems thinking, systems change initiatives, and approaches to systems research (please refer to [2020-28 Strategic Plan](#) for what these terms pertain to First 5 LA)
- Understanding of organizational development, organizational change management, including the ability to assess organizational challenges and develop strategies to strengthen capacity

Experience

- Experience with systems change measurement, research and evaluation efforts in early childhood systems
- Experience leading an entity through a process to develop and execute a data strategy
- Experience with collaborative decision-making and planning among stakeholders with diverse identities, experience and interests
- Experience in serving as a neutral and objective third party in strategic planning and implementation
- Experience gathering and synthesizing complex information to make insights available in accessible formats for a variety of audiences
- Experience facilitating single- and multi-stakeholder discussions in virtual spaces and in-person settings that include divergent perspectives and insights
- Experience collaborating with funders, grantees, researchers, contractors, community members, and other stakeholders
- Experience working with culturally, ethnically, linguistically, and social-economically diverse groups in Los Angeles County
- Demonstrated commitment to equity-focused data practices that document and elevate disparities
- Experience managing dynamic and complex projects with competing priorities and deadlines that require flexible and nimble responses

VII. TERMS OF PROJECT

First 5 LA expects to enter into an initial 13-month agreement with the selected proposer with an anticipated start date of November 15, 2021, subject to approval by the Board of Commissioners. The project term is anticipated to be up to two (2) years, through December 2023, with an estimated total project cost not-to-exceed \$400,000. This project may be extended through June 2028. While there is no guarantee of an extension, First 5 LA is seeking a contractor that can potentially continue beyond the estimated project term to support implementation and refinement of the Data Strategy. Contract renewal will be based on First 5 LA's business needs, contractor performance and contingent upon approval by the First 5 LA Board of Commissioners. First 5 LA reserves the right to terminate the contract if the quality of services is not to First 5 LA's satisfaction.

First 5 LA may require the selected contractor to perform additional activities related to the scope of work described above in *Section IV. Scope of Work*. The selected contractor will be responsible for furnishing the necessary personnel, materials, services, and technological capabilities for efficient communication (phone and email) needed to carry out all tasks as outlined in *Section IV. Scope of*

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Work. First 5 LA reserves the right to hire a separate consultant to support the Data Strategy Implementation and/or any additional emergent activities that arise out of this project.

This will be a Task Order contract. Task Orders may be issued for an entire Phase of the project or for a subset of activities within a single Phase. First 5 LA will work with the Project Team to determine tasks and corresponding deliverables for each Task Order. Task Orders will be negotiated with the Lead Contractor.

Task Orders must be submitted by the Lead Contractor to First 5 LA for approval prior to starting any of the work identified by the Task Orders. First 5 LA and the Lead Contractor will negotiate dollar amounts for Task Orders as they are identified and approved. Payments will be based on a fixed price that is not subject to any adjustment by reason of costs experienced by Contractor in the performance of the contract. Invoices will be paid based upon the negotiated rate per task/assignment. The Contractor shall only perform work under Task Orders when authorized in writing by the designated First 5 LA staff.

First 5 LA will retain sole ownership of the primary data gathered and/or generated by the selected contractor during the life of the project and in consideration of all data sharing agreements for this project.

VIII. SELECTION PROCESS AND REVIEW CRITERIA

First 5 LA will review Proposals based on the multi-stage review process detailed below. Proposals must score satisfactorily in each level of review in order to move on to the next level of review or for final selection, 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 documents, 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 which includes a review of the Litigation and Contract Compliance form and a review of whether proposers (that are current and former contractors, grantees and vendors) are or have been in a non-compliant status under any existing and past agreement with First 5 LA. If applicable, First 5 LA will evaluate past and current performance under a First 5 LA agreement to inform Level 1 review. First 5 LA reserves the right to request additional information, if needed, to validate eligibility and/or and minimum requirements.

Additionally, First 5 LA will conduct a conflict of interest review for proposers including subcontractors. Proposers (including subcontractors) whose financial interests, or prior contractual relationships to First 5 LA, would constitute either a conflict of interest under California's Political Reform Act, or a prohibited financial interest in the making of a First 5 LA contract as prohibited by Government Code Section 1090, are ineligible to receive this funding and will be disqualified from review. Any proposer specific questions related to conflict of interest should be directed to Christopher Stephens at cstephens@first5la.org.

Level 2 Proposal Review:

Proposers that pass Level 1 review will proceed to the Level 2 Proposal Review. Prior to beginning their review, proposal reviewers, consisting of First 5 LA staff, 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 review and score proposers using the Review Tool listed as Appendix A. Reviewers will participate in a calibration session prior to finalizing scores.

Level 3 Interview

Highly scoring proposals from the Level 2 Proposal Review will proceed to Level 3 Interview. Only key members of the proposed Project Team identified in the proposal 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 virtually as an online meeting or via telephone. Members of the Interview Panel, consisting of First 5 LA staff, will be assessed for conflicts of interest with proposers and sign a Conflict-of-Interest form to certify that there are no conflicts of interest. Members of the Interview Panel 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 or meetings.

Reference Checks

If necessary, reference checks may be conducted. If reference checks are conducted, proposers will be notified by email and will be required to submit three references. Information obtained through reference checks will complement the results from Level 3 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.

Award of Contract

The highest scoring proposer from Level 3 Interview, 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 contract.

IX. REQUIRED DOCUMENTS

The documents listed in this section are required to respond to this RFP. Appendix B – Proposal Checklist is available to assist in proposal completion. Omission of any document/form will constitute an incomplete proposal and may be grounds for disqualification.

Unless explicitly requested in Section IX. Required Documents below, please do not attach additional cover pages to the required documents. Proposals that exceed First 5 LA's page limits will be adjusted by the removal of page(s) from the proposal. Pages will be removed before the Level 2: Proposal Review. The removed page(s) will not be made available to reviewers.

Unless explicitly requested in Section IX. Required Documents below, please do not embed hyperlinks in your proposal documents. Any hyperlink included in proposal documents will be deactivated before the Level 2: Proposal Review and 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 the application

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form. Instructions on setting up the account may be found at <https://www.first5la.org/article/first-5-la-online-application-help/>.

To access the online application:

<https://www.grantrequest.com/Login.aspx?ReturnUrl=%2fapplication.aspx%3fSA%3dSNA%26FID%3d35357%26sid%3d725&SA=SNA&FID=35357&sid=725>.

- **Proposed Project Plan (maximum of 10 pages double-spaced, 11-point font with 1” margins):** Proposers should provide a narrative describing the following:
 - A. Proposed approach to developing the First 5 LA Data Strategy and supporting implementation planning that addresses the project purpose, goals and assumptions in *Section III. Project Overview* and considers the potential phases and tasks outlined in *Section IV. Scope of Work*. Proposers are encouraged to revise or expand the phases and tasks in Section IV as long as alignment with the overall project purpose, goals and terms including cost and duration is maintained.
 - B. Any anticipated contextual, logistical or methodological challenges and how they will be addressed or mitigated to achieve the project purpose and goals.
- **Organizational Qualifications (maximum of 8 pages double-spaced, 11-point font with 1” margins):** Proposers should provide a narrative that demonstrates the following:
 - A. Organizational values, background and experience with similar projects including how the proposer will leverage this experience in the context of the First 5 LA Data Strategy.
 - B. The qualifications of key members of the proposed Project Team including proposed subcontractors, if applicable based on Section VI. Desired Qualifications. The narrative should speak to any additional qualifications required to implement the Proposed Project Plan.
 - C. Organizational assets and resources reflected in the Proposed Project Plan that are anticipated to contribute to the success of the First 5 LA Data Strategy.
 - D. Experience with organizations similar in complexity to First 5 LA including how this experience will be leveraged in the context of the First 5 LA Data Strategy.
- **Project Organization Chart (maximum of 1 page):** Organizational Chart for the proposed Project Team that specifies:
 - A. The name, job title, and role on the project for each key member of the proposed Project Team, including any proposed subcontractors.
 - B. The reporting relationships between the members of the team including proposed subcontractors, if applicable.
- **Resumes (maximum of 3 pages per team member):** Include resumes for the key members of the proposed Project Team as reflected on the Project Organizational Chart including proposed

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subcontractors, if applicable. All resumes should be submitted as one PDF document. Do not embed hyperlinks in your resumes.

- **Proposed Scope of Work:** Proposers must submit a Proposed Scope of Work using Appendix E - Scope of Work Template. The Proposed Scope of Work should detail the proposed objectives, key activities and related deliverables for the 13-month period covering project launch through development of the First 5 LA Data Strategy based on the Proposed Project Plan.

This Proposed Scope of Work will be used as part of the multi-stage review process and may serve as the starting point for contract negotiations with the selected proposer. As discussed in *Section VII. Terms of Project*, the contract and all subsequent Task Orders will be negotiated with the selected proposer.

- **Proposed Budget:** Proposers must submit a Proposed Budget using Appendix F – Deliverables Based Budget Form. The Proposed Budget should be for the 13-month period covering project launch through development of the First 5 LA Data Strategy based on the Proposed Project Plan and the Proposed Scope of Work. See Appendix C – Budget Instructions – for guidance. As discussed in *Section VII. Terms of Project*, the cost for the initial Task Order and all subsequent Task Orders will be negotiated with the selected contractor. The Proposed Budget will be used as part of the multi-stage review process. As discussed in *Section VII. Terms of Project*, the contract and all subsequent Task Orders will be negotiated with the selected proposer.

Budget Narrative (maximum of 8 pages double-spaced, 11-point font with 1” margins): Proposers must submit a Budget Narrative using Appendix G – Budget Narrative Template. The Budget Narrative should justify the cost of the proposed work by supplementing the information provided in the Proposed Budget and Proposed Scope of Work based on the instructions within the Budget Narrative Template. The Budget Narrative should also specify the expected Full Time Equivalent on the Data Strategy Project for key members of the Project Team. It is expected that proposer’s budgets will be clearly justified, and time allocations will be appropriate to the role of team member based on work proposed. This proposed Budget Narrative will be used as part multi-stage review process. As discussed in *Section VII. Terms of Project*, the contract and all subsequent Task Orders will be negotiated with the selected proposer.

- **Litigation and Contract Compliance Form (Appendix H):** Please read the information on the required Litigation and Contract Compliance form thoroughly and include a signed copy by the proposal deadline. If you checked “Yes” to any of the questions on this form, please explain whether this will impact the project on this solicitation. Omission of the form will constitute an incomplete proposal and may be grounds for disqualification.
- **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 p.m. PT on August 20, 2021**. **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

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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.

X. TERMS OF THE RFP

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 proposal 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 <https://www.first5la.org/news-resources/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 a 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.

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First 5 LA may, at its discretion, request that the Contractor 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.

XI. CONTRACTUAL CONSIDERATIONS

The successful proposer must sign and adhere to the provisions of the First 5 LA Contract (see Sample Contract - Appendix D). 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.

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/Performance Matrix (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.

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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.

The Contractor shall ensure that the Contractor, its employees and subcontractors, as well as the participants in any program or service conducted hereunder, comply with all applicable federal, State and local public health orders to protect against the spread of the COVID-19 virus or other public health threat, including, without limitation, maintaining social distancing requirements, avoiding unnecessary or non-essential gatherings, and providing or requiring personal protective devices such as face masks, gloves and cleaning supplies.

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.

It is First 5 LA's intent to contract with independent contractors as defined under California's AB 5 and not to create an employer/employee relationship.

XII. 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/>.

XIII. APPENDICES

For Information:

- Appendix A – Level 2 Proposal Review Tool
- Appendix B – Proposal Checklist
- Appendix C – Budget Instructions
- Appendix D – Sample Contract

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For Submission:

- Appendix E – Scope of Work Template
- Appendix F – Deliverables Based Budget Form
- Appendix G – Budget Narrative Template
- Appendix H – Litigation and Contract Compliance Form