

**First 5 Placer and Placer County Child Care Council
Request for Proposals: Strategic Plan Services
Due by November 10, 2022 at 5 p.m. Pacific Time by electronic submission**

Timeline for this RFP

DATE	ACTIVITY
October 10	Release of the Request for Applications (RFP)
October 24 – 10-11am	Q&A zoom for potential applicants. <i>Ongoing Q&A will be posted on www.first5placer.org</i>
November 10	Applications due by 5 pm Pacific time
Week of November 14th	Interviews with Selected Applicants (firm date(s) announced October 24)
Dec 7	Present Recommendation to the Commission & LPC for Approval
Dec 8	Strategic Plan Services Contract Begins
December 31, 2023	Projected end of work related to contract

PURPOSE OF THIS REQUEST FOR PROPOSALS (RFP)

The purpose of this RFP is to solicit applications from qualified consultant (individuals or organizations experienced in facilitating and creating a strategic framework to support optimal early childhood development (ECD)¹. The consultant will develop a First 5 Placer Strategic Plan for the period July 1, 2024 through June 30, 2030. This is not a confidential process.

\$75,000 are allocated for this proposal: \$60,000 from First 5 Placer and \$15,000 from the Placer County Child Care Council. First 5 Placer will administer this contract

Overview of First 5 Placer

The First 5 Placer Children and Families Commission (Commission or F5P) was formed following the passage of Proposition 10 in 1998, which added a 50-cent-per-pack tax on cigarette sales to promote early childhood development (ECD) for children ages 0-5 and their families. The Commission is charged with the local implementation of the stated goals of Proposition 10: to ensure children are learning and ready for school; families are strong and self-sufficient; children are healthy; and systems and services are integrated and accessible. Longstanding scientific research underscores the importance for children having supports they need for cognitive, social, emotional, and physical development in the early years in order to put them on a positive trajectory for school and life success; the Commission is the only legal public entity in the County with all aspects of ECD in its purview.

About the Placer County Local Child Care and Development Planning Council (LPC)

The Placer County Local Child Care and Development Planning Council (LPC) is the official advisory body to F5P. The LPC was established in 1991 in accordance with state law AB 2141 to provide a forum for the identification of local priorities for child care; and to develop policies to meet the needs identified within these priorities. The California Department of Education provides funding for the work of the Council, which includes the following:

- Conduct Local Needs Assessment: identify and plan for child care and development services based on the needs of families in Placer County.
- Advocate for the needs of families in the County with respect to early care and education
- Promote public participation in the planning process.

¹ Early childhood development (ECD) is used to refer broadly to all aspects of healthy childhood development from a whole child/whole family perspective: child and maternal health, safety and freedom from abuse and neglect, early learning, family well-being and functioning, behavioral health, mental well-being, etc.

- Support the existing child care infrastructure by coordinating services that are locally available. Foster partnerships designed to meet local child care needs.
- Serve as a forum to address the child care needs of all families in the community and all child care programs.
- Advise the Board of Supervisors and Board of Education with respect to the early care and education needs of families in Placer County.

COMMISSION'S CURRENT 2016-2023 STRATEGIC PLAN

For a copy of the current Strategic Plan, please click [here](#). The current 2016-2023 plan was developed with an extensive data review and much public input. It is anticipated that the 2024-2030 Plan will be a refinement of the current plan. The Strategic Plan guides all of the Commission's work, including its evaluation, advocacy, leveraging, partnership, and collaborative efforts.

This Plan began to focus the Commission's investments into four priority areas (Maternal Child Health, Oral Health, Early Literacy and Child Abuse Prevention) utilizing two strategic approaches: supporting children and families and supporting systems.

The Commission embraced values to guide its activities.

Values underlying the strategies

- | | |
|----------------------------------------------------------------|-------------------------------------|
| • Whole family/whole child, inclusive of all types of families | • Narrow and deep approaches |
| • Equity | • Risk-taking and innovation |
| • Cultural and linguistic responsiveness | • Decreased duplication and silos |
| • Trauma-informed approaches supported | • Increased collaboration and trust |
| • Accessibility | • Leveraging and Sustainability |
| • Parent empowerment and leadership | • Data-informed |
| • Social determinants of health | |

The Strategic Plan also drives work that addresses disparities within geographic areas and specific populations of concern. Placer County is divided by the Sierra Nevada Mountain range, which separates the Tahoe Basin and isolated foothill communities from the more populated suburban centers in the western side. Disparities exist in those isolated communities, as well as neighborhoods in suburban areas. Those populations and geographic areas are detailed in the Plan.²

First 5 Placer projects a 40% decline in revenues over the next 10 years. Mindful of that, the Commission seeks to advance its mission by shifting from its historical role as a funder of programs to roles as Community Partner, Builder of Sustainability, Catalyst/ Convener/Facilitator and Advocate/ Policy Maker/Public Educator and focusing on systems work.

Additionally, the Commission understands the need for partnership and alignment with other entities to align, advance and leverage its resources. It developed a Collaborative Action Framework (collective impact light) because it recognized that meaningful impact in the four areas of focused investment could not occur with just First 5 funded efforts. Moving the needle to improved outcomes in those four areas requires working with County and school partners, agencies and families. Collaboration is key in Placer County. The Commission membership includes representatives of Placer County Health and Human Services (HHS) and the Office of Education (PCOE); F5P is a County entity with administrative support provided by PCOE, creating strong organizational relationships. The Commission co-funds coordination for the Child Abuse Prevention Council with Placer County and participates in many of HHS' subject-area committees; the Child Care Coordinating Council is housed in PCOE and is the official advisory body for F5P. The Commission's Strategic Planning process falls closely on the heels of similar processes being conducted by Placer County HHS divisions and PCOE. *Alignment with those efforts and leveraging the financial and human resources to advance shared outcomes are essential to the systems work of the Commission.*

² *see detailed maps at www.first5placer.org/collectiveaction

THE 2024-2030 PLAN

The primary product of this RFP will be the creation of a Strategic Plan for the Commission for the period July 1, 2024 through June 30, 2030.

Main Impact Areas: Unless data suggest otherwise, it is anticipated that the investment areas for the Commission will continue: Maternal Child Health (including health access); Oral Health; Child abuse and neglect prevention (family function and child behavioral health); Early Literacy. (F5P will consider strategic issues that may surface during the external scan portion of this work.)

Early Learning and Child care will be added to this plan as a primary impact area. For over 20 years, access to childcare has been a crisis in Placer County, exacerbated the last three years. Accessibility, affordability, equity, cultural competence, facilities, recruitment and training of providers are all issues of concern. For early learning as a whole, the expansion of transitional kindergarten to include 4 year olds and greater funding for preschools provide great opportunities for families and challenge for systems. The section on early learning will include the needs assessment required by the LPC; this component will serve as the LPC's Master Plan for Childcare. The requirements for the needs assessment are outlined in Attachment 3. NOTE: While F5P's overall strategic plan focuses on children 0-5 and their families, the childcare piece will expand to children 0-12.

Addressing Disparities: The strategic planning process and the final products must center parent and provider voice in order to decrease long-standing disparities in education, health, and well-being for children and communities of color and those in poverty. The conditions which resulted in disparities during planning in 2016 were unsurprising to few; they were the result of historical and systemic barriers that still exist, magnified in the post-COVID context. The Commission looks to build on the learnings of the last 6 years and, in the next 6-year cycle, further reduce inequities primarily through systems work and developing strategies for and with diverse families, based on *their* needs. F5P is particularly interested in parent-driven and responsive solutions, especially those that are systems-oriented and provide opportunities to leverage work toward collective action.

Collective Action- Systems Work: F5P identified the importance of collaboration in face of declining revenues and alignment of resources to move the needle in its main areas of investment. The Commission wishes to seek ways of reinvigorating and advancing its work with to advance shared outcomes, align efforts for greatest impact, support the non-profit sector, and make systems more family-centered and accessible.

STRATEGIC PLANNING SERVICES AND DELIVERABLES

The consultant will need to work closely with First 5 staff, Commissioners, LPC members, key stakeholders, and community members at various points in the process. First 5 Placer will administer the contract; the Executive Director will be the chief point of contact. An ad-hoc Strategic Planning Team (SPT) comprised of no more than 3 F5P Commissioners, 2 LPC members, the LPC Coordinator and F5P Executive director will provide input to overall process; the LPC and Commission will host joint meetings at key decision points.

Respondent can, and should be willing to, utilize sub-contractors to expand the capacity, skills and knowledge of its internal team if additional capacity, skills and knowledge are needed for successful project completion.

Below are the primary service components and general expectations the Commission has of the Strategic Plan Consultant.

The consultant and/or agency will:

- 1) Co-create the Strategic Planning process
 - a) Together with the SPT, develop a process built on best practices to create a plan promoting systems change, integration, and coordination for a child- and community-focused system of care;

- b) Meet with SPT to review and refine:
 - i) the planning timeline;
 - ii) plans for community engagement;
 - iii) key decision points to be made;
 - iv) reports and data on child well-being and disparities.
- 2) Collect and Analyze Data; Engage community
- a) Incorporate review and discussion of community and population level data, including those focused on disparities and/or meeting goals (i.e. Healthy People 2030) to help guide decision-making – these should include data from recently-conducted assessments by partners in HHS (including specific divisions, like Public Health, Children’s System of Care, Human Services) Placer County Office of Education, and Child Abuse Prevention Council.
 - b) Act as, or work with, a subject matter expert to develop and implement a plan for engaging community voice. The planning process will engage families at the grassroots level, leaders of community organizations, and other stakeholder groups to accurately reflect the needs, opportunities, and strengths in communities;
 - c) Assure accessibility to hardest-to-reach participants, including provision of translation/interpretation services and strategies to address geographies with low bandwidth.
 - d) Examples of levels of community to involve may include:
 - i) Parent/Caregiver Level: with a focus on parents from diverse/underserved communities;
 - ii) Key Child and Family Service Provider Level: with a special emphasis on those who serve vulnerable children & families, including those who are not current First 5 grantees;
 - iii) Community Stakeholder Level: broad-based community input in order to explore emerging issues, partnerships, and potential for collective impact
 - e) Map systems including strengths and weaknesses in provision of and access to services.
 - f) Synthesize data inputs from the various sources to identify potential strategies and offer solutions for consideration.
- 3) Facilitate meetings and a retreat
- a) Convene and co-facilitate meetings with Commission/LPC. Develop planning documents, communications, and other meeting materials that will help move the Commission/LPC members through discussions and major decision points. De-brief meetings/progress with ad hoc Strategic Planning Team to plan next steps and prepare for up to six meetings/retreat;
 - b) Prepare presentations and lead discussions at key meetings to build the foundation and framework for a retreat;
 - c) Design agendas for meetings with the Commission/LPC that support active participation, engagement, and decision-making;
 - d) Synthesize community engagement information for group discussion, and seek opportunities for incorporating community voice in the process to help guide decision-making;
 - e) Ensure that a focus on promoting racial equity within early childhood and social services systems in Placer County is central to discussions;
 - f) Use facilitation techniques that support consensus building and conflict resolution approaches;
 - g) Be able to utilize technology in the meetings and retreat in the event these cannot be in person;
 - h) Document and summarize feedback and outcomes from meetings and retreat.
- 4) Produce a final Strategic Plan document
- a) Create the Strategic Plan documents and present both a draft and a final version to the Commission/LPC;
 - b) At a minimum, the resulting strategic plan will:
 - i) Provide a framework for Commission investments and activities, adapting to changing needs;
 - ii) Chart a clear future pathway that defines First 5 Placer’s priorities, investments, roles, and core functions;
 - iii) Adopt strategic priorities that will have an impact on reducing disparities in outcomes for children 0-5 and their families
 - iv) Recommend specific strategies to be included in an Implementation Plan for the Commission’s activities
 - v) Include an impact area on early learning/childcare that can serve as a Master Plan for Childcare

APPLICATION INSTRUCTIONS AND CONTENT REQUIREMENTS

This section describes the required application format and content. Failure to follow the format parameters may result in rejection of the application. Questions about this RFP can be forwarded to Karli Smith at ksmith@placercoe.org. There will be a Zoom Q&A call on October 24, 2022. 10:00 AM Pacific Time. Zoom Meeting link <https://us06web.zoom.us/j/84384429975> Meeting ID: 843 8442 9975 Dial in: (669) 900 6833 US or Find your local number: <https://us06web.zoom.us/j/84384429975>. All Q&A will be posted at www.first5placer.org

Application Format

The narrative text sections (items 2a and 2b) of the application should be single-spaced with one-inch margins on all sides of the document using 12-point font and **a maximum of five pages**.

Number of Copies

Applicants must provide one (1) application with signatures by an individual legally authorized to bind the agency/organization that is scanned and submitted electronically as a single PDF form.

Outline of Application Content

The content and sequence of the Application is as follows:

- Application Cover Sheet (Attachment 1)
- Narrative:
 - Detailed summary of your qualifications and applicable experience
 - Approach: How you would conceptualize and complete these services
- Scope of Work
- Proposed Deliverable Budget and Budget Justification

Application Instructions

1. Application Cover Sheet and Certification Form: Complete the Application Cover Sheet (Attachment 1). Signatures must be by an individual legally authorized to bind the agency/organization.
2. Narrative Section: 2 sections, *not to exceed 5 pages for both sections* (exclusive of resumes)
 - a. Detailed summary of qualifications and applicable experience: Provide a brief history of the individual/agency, including number of years in operation, and demonstrate the Applicant has the qualifications, capability and experience to perform the requirements included in this RFP. Provide a description of the experience and qualifications of the proposed key staff members and attach a resume for each person. If including subcontractors, please provide this information for them as well. *Resumes are not included in the 5-page limit and should appear at the end of section 2 and before the Scope of Work in the application package.*
 - b. Narrative overview of how the Applicant would complete these services: Describe in detail how the Applicant will meet the desired services in this RFP. Include activities and deliverables the Applicant believes may be accomplished with the resources available. Identify all major tasks, activities and outputs and describe how they will be achieved, including the timeframe required. Please consult the Preliminary Strategic Planning Timeline (Attachment 2) as a reference for this section. Please address the following:
 - i. Describe your experience in developing and writing strategic plans
 - ii. What are key strengths in your approach that sets you apart from others?
 - iii. Describe how you have incorporated community voice in a planning process equitably, intentionally, and respectfully.
 - iv. If using subcontractors, describe the activities they will perform to support the strategic planning process.
3. Scope of Work, including timeline and tasks: Provide a Scope of Work including timeline and tasks. *3 page limit.*
4. Proposed Budget and Budget Justification: Include and clearly detail all costs, payment schedules, line item categories and/or other related costs associated with the application. Please include a budget justification providing clear explanation of costs. *2 page limit.*

Application Submission

Please submit one (1) application, with signatures by an individual legally authorized to bind the agency/organization, which is scanned and submitted electronically as a single PDF form; please follow the directions on the Coversheet (Attachment 1) for the order of the application elements. Please submit the PDF of the application as an attachment to an email to Karli Smith ksmith@placercoe.org

Applications are due by 5:00 p.m. Pacific Time on November 10, 2022

Selection Process

A Strategic Plan Consultant Review Panel consisting of Commission and LPC members and staff will review the applications. Applicants who meet the minimum qualifications set out in this RFP will be asked to interview with a selection team the week of November 14th 2022. The interview will enable First 5 Placer and the LPC to gather further information on any aspect of the application, to seek additional information and/or references, and to review work samples and other relevant materials.

Applicants will be notified in writing of their application status following completion of the review and interview, no later than November 28, 2023. A recommendation for award will be voted on at a jointly held LPC/F5P meeting December 7, 2022. The selected application will be that which best fulfills the needs of First 5 Placer and the LPC, and meets the standards set forth in the RFP, rather than simply the lowest-cost applicant. All funding decisions are final; there is no appeal process to the Commission or LPC. The applicant that is recommended for funding must attend the Commission meeting on December 7, 2022

**First 5 Placer
Strategic Plan Consultant Services Application Coversheet**

Individual/Agency Name _____
Contact Person _____ **Title** _____
Address _____
Phone: _____ **E-mail:** _____

RFP Check List (please place documents in the following order and submit as a single PDF document):

	This coversheet (Attachment 1)
	Detailed summary of your qualifications and applicable experience, including those of your subcontractor(s), if applicable
	Narrative overview of how you would complete these services (this and the above not to exceed 5 pages combined)
	Scope of Work – <i>3 page limit</i>
	Proposed Budget and Budget Justification – <i>2 page limit</i>

Authorized Representative:

THE APPLICANT CERTIFIES THAT: To the best of my knowledge and belief, data in this application are true and correct. The document has been duly authorized by the governing board of the applying agency.

Name: _____ **Title:** _____
(please print)

Signature: _____ **Date:** _____

This page must be attached to your application. Submit an electronic version of a signed original in PDF form to ksmith@placercoe.org

Proposed Strategic Plan Timeline for the Period Beginning July 1, 2024

Preliminary Strategic Plan Timeline	Date
<p>Commission/LPC Joint Meeting:</p> <ul style="list-style-type: none"> ● Overview of the 2024 Strategic Planning Process ● Preview Preliminary Strategic Planning Calendar ● Approve RFP for Strategic Planning Facilitation Services 	<p>October 5, 2022</p>
<p>Staff:</p> <ul style="list-style-type: none"> ● Release RFP for Strategic Planning Facilitation, due November 10, 2022 ● Host Q&A for Prospective Applicants – Publish on Website 	<p>October 2022</p>
<p>Strategic Plan Consultant Review Panel:</p> <ul style="list-style-type: none"> ● Review RFPs, select top candidates for interviews, interview applicants ● Make recommendation to Strategic Planning Team 	<p>November 2022</p>
<p>Commission/LPC Joint Meeting:</p> <ul style="list-style-type: none"> ● Approve contract for Strategic Plan Facilitation Consultant 	<p>December 7, 2022</p>
<p>Facilitator/ Strategic Planning Team:</p> <ul style="list-style-type: none"> ● Agree on SP timeline and waypoints ● Conduct community input process <ul style="list-style-type: none"> ○ Environmental Scan, Publicly Available data, results from recent needs assessments ○ Surveys ○ Focus groups- other community engagement 	<p>December 2022- April 2023</p>
<p>Commission/LPC Joint Meeting: - Public Forum</p> <ul style="list-style-type: none"> ● Review Data: <ul style="list-style-type: none"> ○ Children’s “Report Card” ○ Community trends ○ Equity Dashboard ○ Community Surveys/engagement 	<p>May 3, 2023</p>
<p>Commission: Strategic Plan Retreat</p> <ul style="list-style-type: none"> ● Approve Strategic Plan Elements ● Strategic Plan Decision Points TBD 	<p>June 2023</p>
<p>Commission/LPC Joint Meeting:</p> <ul style="list-style-type: none"> ● Present Strategic Plan Draft for Comment (Commission, LPC and Public) 	<p>August 2, 2023</p>
<p>Commission / LPC Joint Meeting:</p> <ul style="list-style-type: none"> ● Public Hearing on Strategic Plan (and Master Plan) ● Approve Plan 	<p>September 4, 2023</p>
<p>Commission Meeting:</p> <ul style="list-style-type: none"> ● Present Draft Implementation Plan for Comment 	<p>October 2023</p>
<p>Commission Meeting:</p> <ul style="list-style-type: none"> ● Public Hearing – Implementation Plan ● Approve Implementation Plan 	<p>December 6, 2023</p>
<p>Commission: Approval of New Contracts</p>	<p>Feb – May 2024</p>
<p>Execution Date for New Funding Cycle</p>	<p>July 1, 2024</p>