

Notice of Funding Availability (NOFA)
Family Resource Center Initiative

Total Funding Available:	\$ 8,820,505 per year (contingent upon on-going funding availability)
Contract Period:	Anticipated July 1, 2009 – June 30, 2010, renewable to June 30, 2013 based on grantee performance and pending funding availability
Applicant Meetings	April 7, 2009 1:30 – 3:30 PM April 14, 2009 1:30 -3:30 PM
Non-mandatory Letter of Intent	April 17, 2009 5:00 PM
Application Due Date:	May 18, 2009 at 5:00 PM
Contact Person:	Derik Aoki – (415) 557-9912

Notice of Funding Availability (NOFA) Structure

In order to facilitate your review and response to this NOFA we have provided a general outline of the document below with corresponding page numbers indicating the start of each section; however, applicants are strongly encouraged to review the proposal in its entirety.

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PART I: GENERAL INFORMATION AND OVERVIEW

A. Introduction

First 5 San Francisco, The Department of Children Youth and Their Families (DCYF) and the San Francisco Human Services Agency- Family and Children Services (H.S.A.-FCS) are jointly committed to ensuring that all San Francisco children and their families have access to family support services provided at Family Resource Centers (hereafter referred to as FRCs) to enhance child development and strengthen family functioning. In order to reach this goal, First 5 San Francisco, DCYF, and H.S.A.-FCS have allocated up to \$8,820,505 annually to jointly fund FRCs serving neighborhoods and City-wide populations, as defined below. The three City Departments will work in partnership as “Joint FRC Funders”. First 5 San Francisco will serve as the lead agency for purposes of managing and implementing this NOFA.

- **Neighborhood-Based FRCs:** FRCs that target services to families in a specific geographic neighborhood. The specific requirements, funding, and grant terms for agencies providing Neighborhood-Based FRC services are described in Part II of this NOFA.
- **Population-Focused FRCs:** FRCs that target identifiable groups of families who may reside throughout San Francisco and have a demonstrable need for family resource services that are provided with specialized knowledge, skills and/or expertise. Population-Focused FRC requirements, funding, and grant terms are described in Part III of this NOFA.

Awards will be made to single agency applicants or collaboratives consisting of a lead agency plus subcontractor partner agencies.

The closing date for the submission of applications is 5:00 p.m. SHARP on May 18, 2009. All applications received after 5:00 p.m. will be considered late and will **not** be accepted. No faxed submissions will be accepted.

Applicants must submit one (1) hard copy original of the application packet plus attachments and two (2) Xeroxed copies to:

First 5 San Francisco
1390 Market Street, Suite 318
San Francisco, CA 94102
Attn: Family Resource Center NOFA

FAMILY RESOURCE CENTER NOFA TIMELINE	
Task	Target Date
NOFA Issued	April 3
NOFA Applicant Meetings	April 7 1:30 – 3:30 PM April 14 1:30 – 3:30 PM
On-line Question and Answer submission deadline	April 17
Letters of Intent (non mandatory, but strongly encouraged)	April 17
Applications Due	May 18
Commitment Letters Awarded	June 12
Contract Negotiations	June 15-30
New Contracts Effective Date	July 1

NOFA Applicant Meetings

The NOFA Applicant Meetings will be held at: April 7, 2009 Time: 1:30-3:30 PM Location: 170 Otis St., Born Auditorium, San Francisco, CA and April 14, 2009 Time: 1:30 -3:30 PM Location: 101 Grove St, Room 300, San Francisco, CA 94102. Agencies intending to submit an application are encouraged to attend one of the sessions. The applicant meetings will be an opportunity for agencies to seek clarification on the contents of this NOFA. A summary of questions and answers from the Applicant Meetings will be posted on-line. Please submit all questions to funding@first5sf.org. Any questions submitted after the **April 17, 2009 5:00 PM** deadline will not be included.

Letter of Intent (LOI)

Agencies intending to submit a proposal are requested to submit a non-mandatory Letter of Intent, so that it is received by First 5 San Francisco **by April 17, 2009 at 5:00 PM**. The Letter of Intent should be on agency letterhead and indicate the agency's intent to apply for FRC funds. The letter should indicate the specific neighborhood or population-focus of the proposal. To the extent possible, the letter should name the agencies to receive funds through the proposed grant, including the lead agency and any subcontractor agencies. The letters of intent are not binding and are used by staff to anticipate the number of proposal reviewers needed.

The letters of intent are to be mailed or hand delivered to the following address:

*First 5 San Francisco
1390 Market Street, Ste. 318
San Francisco, CA 94102
Attn: Family Resource Center NOFA - Letter of Intent*

B. Available Funding and Terms of Grant

DCYF, First 5 San Francisco, and H.S.A.-FCS (hereafter referred to as Joint FRC Funders) are allocating a maximum of \$8,820,505 annually for this NOFA to fund both Neighborhood-Based and Population-Focused FRCs. Grants are anticipated to start on July 1, 2009.

The term for the services procured through this NOFA will be from July 1, 2009 through June 30, 2010. The Joint FRC Funders reserve the right to enter into a shorter duration at their sole discretion. In addition, the Joint FRC Funders shall have an option to extend the term for a period of three additional years, which the Joint FRC Funders may exercise at their sole, absolute discretion. The Joint FRC Funders expect to make multiple awards through this procurement process. Final terms and conditions of the final agreements are subject to negotiation.

Grant awards may be reduced or eliminated in response to reduced allocations or decreased funding availability to any of the Joint FRC Funders.

All funded proposals should be designed to have measurable impact during the first year and initiate service delivery within three months of award.

Grants may be awarded to single agencies or collaboratives of multiple agencies. Collaboratives must specify a lead agency that will provide overall responsibility for program implementation, program reporting and fiscal administration.

Agencies may apply to receive funding to serve more than one neighborhood. In addition, agencies may submit applications within both Neighborhood and Population-Focused funding categories. Each proposal must be submitted as a separate application.

Allowable Grant Costs

Joint FRC Funder awards are cost reimbursement grants for expenditures described in pre-approved budgets. Except for advances of funds, agencies must incur expenses in pursuit of grant activities prior to reimbursement of grant funds.

- Requested funding must be used to implement the types of activities described in the Scope of Work.
- The funds shall only be used for services to families with children ages 0 -18 or expecting parents.

Non-allowable Grant Costs

- The combined total of Indirect and Administrative costs may not exceed an amount equal to 15% of the total grant proposed costs.
- Funds cannot be used for activities outside the Scope of Work.
- Funds cannot be used for capital expenditures.

C. Purpose of Funding

Each of the Joint FRC Funders has separately funded FRCs and family support agencies in the past. In order to maximize impact of combined funding and achieve programmatic and operational efficiencies, the Joint FRC Funders have developed a single aligned FRC Initiative Strategy. In the resulting approach, the Joint FRC Funders will jointly fund Neighborhood-Based FRCs and Population-Focused FRCs.

Funded agencies will provide resources and activities that facilitate the healthy development of children and the stability and functioning of families. Agencies will be expected to provide families with the NOFA's requested services and leverage existing agency and community resources in a way that enhances families' access to comprehensive resources.

The Joint FRC Funders believe that targeting services at the family unit and community level is central to impacting the health and well-being of children and youth. The Joint FRC Funders recognize that:

- In order to best serve children and youth, involving the family is essential. Parents are a child's first teacher, primary advocate, and social support.
- In order to help children succeed, we must support parents in their most important job, helping them to address their family's changing needs as their children age.
- Strengthening families and providing a safety net for families in need helps to build stronger communities.

FRCs provide families with concrete resources, parenting support and linkages to services that families need or request. This NOFA invests funding towards provision of community-based, preventative family support services in San Francisco and creates a City-wide system of integrated FRCs for children, youth and families.

The Joint FRC Funders seek to ensure that services are available in neighborhoods with a high concentration of families in crisis and to specific populations of families who reside City-wide. These services are open to all families, regardless of income.

D. Family Resource Center Initiative Vision and Goals

The Joint FRC Funders have developed a common vision and goals for the FRC Initiative to provide a guiding framework for the delivery of family support services in San Francisco.

Vision Statement

To create a coordinated City-wide system of FRCs¹ that strengthens families and communities to ensure healthy childhoods for San Francisco's children and youth. We accomplish this vision by funding FRCs to:

- 1) Provide families with access to services & opportunities
- 2) Build parent knowledge and skills
- 3) Provide intensive support services for families in need
- 4) Promote community development

Goals

This initiative intends to have a long-term and sustained impact on the enhanced capacity of parents to provide for their children's needs and of communities to serve families. With this intent in mind, the Joint FRC Funders developed the following aligned goals against which to measure the success of the initiative:

- 1) Children and Youth are nurtured, safe, and supported for school success
- 2) Parents have the knowledge, skills, strategies, and support to parent effectively
- 3) Families build their own capacity to improve family functioning
- 4) Families receive adequate services to meet their needs
- 5) Communities are family-focused & responsive

Each grant funded through this initiative will respond to the above overarching goals. Specific evaluation expectations are described in Section F of this NOFA.

E. General Service Expectations

FRC Core Service Clusters

Both Neighborhood-Based and Population-Focused FRCs will be asked to focus on a set of Core Service Clusters to varying extents and degrees of intensity. These Core Service Clusters are central to the work of all Joint FRC Funders and are critical to supporting families. FRCs

¹ A Family Resource Center (FRC) is a welcoming community hub that provides universal access to services and opportunities for families to strengthen family functioning and enhance community connections. San Francisco FRCs are defined by the following characteristics: 1) Program activities are tailored and implemented based on the unique strengths, needs & wants of the families & community; 2) Services are designed to be comprehensive and inclusive and intended to complement existing resources and services in the community; 3) FRC services span a broad continuum, including prevention, early intervention and safety net services. Families recognize and build on their own strengths and then use those strengths in service to others; and 4) FRC services are family-centered, culturally competent, and strength-based.

should be cognizant of the need to develop programming to address the needs of families with children of different ages – birth to 5 years old, school age and teens – as the parenting issues and support needed by parents can vary according to the age of their child. Particular attention should be paid to programming for families with birth to 5 year old children as the skills and knowledge of supported parents/caregivers of children this age have important preventive qualities and impact life-long school achievement. Additionally agencies should develop competence and expertise at serving multicultural and diverse families. A table of the Service Clusters with examples of service activities that fall within each cluster has been included below. A narrative description of the service clusters has also been described on the pages that follow. For additional definitions of individual service activities listed in the examples, see Part IV Appendix A.

Service Clusters	Examples of Service Activities
PARENTING EDUCATION AND SUPPORT	Curriculum-Based Parenting Series Peer Support groups
ACCESS TO RESOURCES AND OPPORTUNITIES	Information and Referral Workshops and classes Family Economic Self Sufficiency Basic Needs Assistance
DIRECT SERVICES TO PROMOTE SCHOOL READINESS AND SCHOOL SUCCESS	Parent/Child Interactive Activities Early Literacy Opportunities Drop In Child Development programs Linkages for School-Aged Children/Teens
COMMUNITY BUILDING	Family events Parent Leadership/volunteer opportunities Neighborhood connections and collaboration Outreach
COORDINATED SUPPORT SERVICES	Family Advocacy Case Management Linkages with Child Welfare Services: <ul style="list-style-type: none"> ▪ Differential Response ▪ Team Decision Making (TDM) ▪ Supervised Visitation Counseling Home Visits Maternal Depression Screenings Child Developmental Screenings Respite Care

1. Parenting Education and Support

Parenting Education and Support is a cornerstone of the prevention approach of FRCs. Parent classes and other interactive groups provide parents opportunities to learn about child development, positive discipline strategies, and other parenting techniques that can improve their parenting.

Parent education programs are built around parent needs and requests, and reflect the cultural beliefs and practices of the families and community served. They are offered in safe environments that promote continuous learning. The implementation of parent education and support services should take into account that parenting issues and support needs vary depending upon the age of the children in the family.

Curriculum-based parenting series are a key strategy to support parents and build parenting skills. Provision of evidence-based and/or parenting curriculum based upon promising practices will be required at funded FRCs. Other culturally appropriate curricula may also be selected in order to tailor program offerings to address the specific needs of the FRC's families. Examples of curricula adopted by FRCs in San Francisco in the recent past include Triple P, Incredible Years, and Effective Black Parenting.

2. Access to Resources and Opportunities

Access to Resources and Opportunities is a primary function of an FRC. FRCs not only provide on-site programs and services, but also serve as a gateway for families to learn about and connect with available resources located throughout the city. Referring families to a needed resource, providing on-site training & self sufficiency support, and connecting parents to public benefits for which they may qualify are primary examples of what an FRC can and should provide for the families in its community.

3. Direct Services to Promote School Readiness and School Success

Direct Services to Promote School Readiness may include drop in care activities as well as school readiness activities to help preschool families and children acquire the needed preparation to succeed in kindergarten. Parent/Child Interactive activities support parents and caregivers in interacting with their children in fun and educational ways. These activities promote dialogue, play, and bonding between parents and children, and often center around early literacy skill promotion. Activities may oftentimes consist of separate skill building times focused on parents in addition to the time parents spend together with children practicing learned skills. Agencies may also elect to include other school readiness activities.

Direct Services to Promote School Success

FRCs should also provide support for families of school age children and teens to support student engagement in school. FRCs accomplish this by developing linkages with schools, providing information regarding the public school system, and sharing resources with families, particularly for key transitions to kindergarten, middle school, high school, and higher education. Advocacy and assistance in navigating critical school issues such as school placement, attendance and access to academic interventions are also be provided.

Successful proposals must include both school readiness and school success strategies.

4. Community Building

Community Building is a critical service area that focuses on addressing the needs and building upon the strengths of the larger community. This collaborative, connective component ensures that FRCs are serving as hubs where families can come together for celebrations, organize around advocacy issues, and build upon the community's strengths to develop leadership and shared ownership of the future of the community.

San Francisco's investment in funding FRCs stems from the belief in FRCs' inherent value as positive hubs for the community in which they are located. Activities to actualize that role as a "community hub" may vary from neighborhood to neighborhood and among diverse population groups. However, it is expected that a successful FRC will attract families and serve as a safe destination for families to learn, contribute, and access available services.

A key function of an FRC is to actively outreach to families and partnering agencies to maximize utilization of the FRCs programs and to ensure that as many families as possible have access to available services.

5. Coordinated Support Services

Coordinated Support Services are targeted services to provide greater advocacy and support to families in need. Case management and case planning services can help families with multiple needs develop a plan to move their family forward towards stability and self sufficiency. Additionally, crisis intervention can provide stabilizing support at a time when a family is overwhelmed and/or vulnerable.

Linkages to Child Welfare Services includes working in partnership with child welfare department staff to (1) support families in crisis by connecting them with available community resources, (2) serving as a family advocate and resource in child welfare family conferencing and (3) providing space, supervision and support for families whose children have been removed from the home, depending upon the specific child welfare needs of the community. Referrals from the Child Welfare Department generally inform the type and volume of services needed.

F. Evaluation and Data Collection

The Joint FRC Funders are committed to evaluating the value and impact of funding efforts. Agencies awarded funds will be required to track, analyze, and report on data related to the following types of performance measures:

- Measures of participation in services
- Measures of program quality
- Measures of participant level changes and outcomes

Moreover, funded agencies will also be asked to participate in the following activities specifically designed to support effective performance measurement and evaluation:

- Use of a standardized contract monitoring and data tracking system to capture fiscal information, implementation progress, participant demographics, and participant attendance in core services
- Use of a standardized program quality self-assessment tool to ensure compliance with minimum standards of quality (i.e. San Francisco Family Support Standards)
- Use of pre and post survey instruments relevant to the desired outcomes
- Distribution and collection of forms to obtain client consent to participate in data collection and evaluation activities
- Analysis of collected data and reporting on the results (as required)
- Participation in studies to explore specific evaluation and research questions (as required)

As part of this NOFA, agencies will be asked to demonstrate their capacity to perform the above evaluation and performance measurement activities. This may include the request to share the results of past evaluation efforts. If selected, agencies may be asked to develop a tailored logic model and evaluation plan with assistance from the Joint FRC Funders.

G. Capacity Building and Professional Development

Capacity building among grantees is a key component of the FRC Initiative to improve agency practices and strengthen the overall FRC system in San Francisco. In order to support effective evaluation, continuous quality improvement, and success in meeting Family Support Principles and minimum standards, all agencies funded through this initiative will participate in technical assistance provided by the Joint FRC Funders. Agencies will also be expected to participate in funder sponsored training focused on parent education curricula and other program-related professional development opportunities. For example, extra support and capacity building assistance will be provided to grantees to learn about and successfully implement Child Welfare-linked Services.

H. Guiding Principles

The Joint FRC Funders also recognize that the underlying basis of Family Support encompasses more than a planned service delivery system. It is built upon the premise that the primary responsibility for the development and well-being of children lies within the family, and all segments of society must support families as they rear their children. The Family Support Principles developed by Family Support America provide a philosophical framework that undergirds family support work. Additionally, San Francisco Family Support Standards have been developed to clearly outline objectives that emphasize the importance of **how** the principles are applied programmatically (See Part IV Appendix B). All services funded through this initiative regardless of scope, intensity, or duration, shall be operated in accordance with the Principles of Family Support and in alignment with the San Francisco Family Support Standards. Agencies funded through this initiative must demonstrate commitment to the family-centered asset-based approach espoused by the Family Support Principles.

Additionally, FRCs are envisioned as welcoming centers that embrace the diversity of San Francisco families. The Joint FRC Funders aspire to a principle of universal access that encourages and supports families to utilize services at funded FRCs. Funded agencies will participate in ongoing facilitated discussions in partnership with the Joint FRC Funders to explore how to best serve the diverse multi-cultural communities throughout the city as the demographics and needs of families shift over time.

I. Service Enhancement Planning

The Joint FRC Funders intend for FRCs to implement services in a manner that is responsive to the needs of the communities they serve and build upon existing service offerings. Successful applicants may utilize the first six months of the grant award period for planning implementation of new strategies, program components and partnerships, while simultaneously offering other proposed services. Parent, community, and partner agency input into the planning process is encouraged.

J. Minimum Qualifications

Failure to meet the following minimum qualification requirements will eliminate the applicant from consideration:

1. Applicant must be a community-based organization that is nonprofit and tax-exempt under Section 501(c)(3) of the Internal Revenue Code, or a part of the San Francisco Unified School District, City College of San Francisco, or San Francisco State University.
2. Applicant must be located in San Francisco and services must be provided to residents of the City and County of San Francisco.
3. Applicant must have a minimum of 3 years experience as an organization providing family support services.
4. Applicant must have a minimum of 3 years serving one or more of the target populations or communities proposed in this NOFA.
5. Applicant must follow all guidelines (formatting, page limitations, required attachments, etc.) detailed in this NOFA.

K. Other Requirements

Below is a partial list of significant requirements that will be part of each funded contractor's contract.

1. Contractor must be a City-approved vendor.
2. Contractor must comply with the monitoring and evaluation requirements. These requirements will be detailed in the contracting process, but include, at minimum, quarterly program reporting via an on-line system and participation in evaluation activities.
3. Contractor must have current insurance coverage (workers compensation, general liability, fidelity bond and automobile, if applicable).
4. Contractor must comply with the criminal screening requirement set forth below.
5. Contractor must prepare monthly online invoices through the Contract Management System for reimbursement of actual expenses.
6. Contractor must be available two times per year for fiscal site visits.
7. Contractor must be available at least two times per year for program site visits.
8. Appropriate contractor staff members must attend all mandatory meetings.

Applicants that are not yet City-approved vendors should begin the certification process as soon as possible in order to ensure that they are able to meet this requirement if awarded a grant. The City's Office of Contract Administration offers all of the necessary forms on its website which can be found at www.sfgov.org/oca/purchasing/forms.htm. Subcontractors are not required to be City-approved vendors; only the lead organization must be.

The City and County of San Francisco requires all agencies receiving grant funding to comply with a number of regulatory and legal requirements. Some of these requirements are described below.

Criminal Screening Requirement

The City and County of San Francisco requires that all contractors and subcontractors comply with California Penal Code section 11105.3 and request from the Department of Justice records of all convictions or any arrest pending adjudication involving the offenses specified in Welfare and Institution Code section 15660(a) for any person who applies for a paid or volunteer position with the organization, or any subcontractor, in which the individual would have supervisory or disciplinary authority over a minor under his or her care.

If the contractor, or any subcontractor, is providing services at a City park, playground, recreational center or beach (separately and collectively known as "Recreational Site"), the organization shall not hire, and shall prevent its subcontractors from hiring, any person for employment or a volunteer position if that person has been convicted of any offense that was listed in former Penal Code section 11105.3 (h)(1) or 11105.3(h)(3).

If the organization, or any of its subcontractor, hires an employee or volunteer to provide services to minors at any location other than a Recreational Site, and that employee or volunteer has been convicted of an offense specified in Penal Code section 11105.3(c), then the contractor or its subcontractor must comply with that section and provide written notice to the parents or guardians of any minor who will be supervised or disciplined by the employee or volunteer not less than ten (10) days prior to the day the employee or volunteer begins his or her duties or tasks. The contractor shall provide, or make its subcontractors provide, the Joint FRC Funders with a copy of any such notice at the same time that it provides notice to any parent or guardian.

The contractor must expressly require all of its subcontractors with supervisory or disciplinary authority over a minor to comply with this requirement as a condition of its contract with the subcontractor.

Other requirements of agencies receiving grant funds include:

- The contractor must comply with the Domestic Partners or Equal Benefits Ordinance. For further information regarding compliance, respondents are encouraged to consult the Human Rights Commission at (415) 252-2500.
- The contractor must comply with the first source hiring program including developing agreements with the City to consider hiring economically disadvantaged individuals for entry-level positions.
- The contractor must comply with the Sunshine Ordinance. In accordance with San Francisco Administrative Code section 67.24(e), contracts, contractors' bids, responses to requests for proposals and all other records of communications between City and persons or firms seeking contracts, shall be open to inspection immediately after a contract has been awarded. Nothing in this provision requires the disclosure of a private person's or organizations net worth or other proprietary financial data submitted for qualification for a contract or other benefit until and unless that person or organization is awarded the contract or benefit. Information provided that is covered by this paragraph will be made available to the public upon request.
- The contractor must comply with a provision of the Sunshine Ordinance that affects non-profits with at least \$250,000 in City funding and at least one applicable contract. The ordinance requires the non-profit to hold at least 2 open board meetings, to allow public access to financial records, and to promote community representation on their Board of

Directors or equivalent, and to describe in its NOFA response all complaints regarding compliance with the Sunshine Ordinance in the last two years, and the resolutions of these complaints.

- The contractor must comply with the San Francisco Children and Families Commission Tobacco-Free Policy – Form G.

L. Reservations of Rights by Funder

- Issuance of this NOFA does not constitute a commitment by the Joint FRC Funders to award a contract. The Joint FRC Funders reserve the right to reject any or all proposals received in response to this NOFA, or to cancel this NOFA if it is in the best interest of the funding agencies to do so.
- Actual award of funding is dependent on a successful grant negotiation. During the grant negotiation, the Joint FRC Funders may seek modifications to the proposed activities and budget. If a grant agreement cannot be completed within a reasonable time frame, determined by the Joint FRC Funders, the Joint FRC Funders may terminate negotiations and pursue an agreement with a different applicant.
- The Joint FRC Funders expressly reserve the right at any time to waive or correct any defect or informality in any response, proposal, or proposal procedure. It is the responsibility of the applicant agency to periodically check the funder website for change notices.
- The Joint FRC Funders expressly reserve the right prior to submission deadline for proposals, to modify all or any portion of the selection procedures, including deadlines for accepting responses, the specifications or requirements for any materials, equipment or services to be provided under this NOFA, or the requirements for contents or format of the proposals.
- The Joint FRC Funders expressly reserve the right to procure any materials, equipment or services specified in this NOFA by any other means.
- The Joint FRC Funders expressly reserve the right to determine that no project will be pursued.
- Applicants submitting a proposal agree that by submitting a proposal they authorize the Joint FRC Funders to verify any or all information contained in the proposal.
- The Joint FRC Funders' decision to award a grant to an organization that proposes to use subcontractors to perform the work funded by the grant does not waive the Joint FRC Funders' right to approve or disapprove the subcontractors selected.
- The Joint FRC Funders reserve the right, after grant award, to amend the resulting contract as needed throughout the term of the contract to best meet the needs of all parties.
- The applicant will comply with all requirements of the City and County of San Francisco and the Funding Agencies.

- Failure of the Joint FRC Funders to object to an error, omission, or deviation in the proposal will in no way modify the NOFA or excuse the vendor from full compliance with the specifications of the NOFA or any contract awarded pursuant to the NOFA.
- The City accepts no financial responsibility for any costs incurred by an applicant agency in responding to this NOFA. Submissions to the NOFA will become the property of the City and may be used in any way deemed appropriate.

M. Preferred Applicant Qualifications

Agencies funded through this initiative should demonstrate the following qualifications:

1. Ability and capacity to leverage family support activities funded through this initiative with existing agency services
2. Proven experience in linking families with services and resources of other agencies
3. Demonstrated experience in the provision and supervision of mental health, case management services, and/or parenting services
4. Demonstrated ability to implement collection of evaluation data and client feedback to inform program improvement efforts
5. Experience working with families who are at risk of child welfare service involvement
6. Effective fiscal and administrative agency management

N. Application Review Process

Applications submitted will be reviewed and evaluated according to the review process described below:

1) Eligibility Review

Upon submission, Joint FRC Funder staff will review all applications to ensure that they meet minimum qualification requirements, completeness, application formatting, and submittal standards. Applications that do not meet eligibility requirements will not be forwarded for review and applicants will be notified.

2) Application Review

Applications will be reviewed by a panel of 3 to 5 persons with experience and/or knowledge of the respective service areas. Neighborhood Based FRC applications will be reviewed separately from Population Focus FRC applications. Panel teams may be established for each neighborhood. Panel reviews will be considered by the Joint FRC Funders in making grant recommendations.

3) Additional Criteria Used to Inform Funding Decisions

Joint FRC Funder staff will determine final selection of grantees by considering the following:

- Application review by panel members
- The extent to which applicants meet the minimum qualifications
- The extent to which an application best addresses the services described in the NOFA

- The extent to which an application sufficiently addresses the language, cultural and other needs of the community it proposes to serve

Factors such as: funding allocation per neighborhood/target population, agency capacity, the extent to which an application leverages other funding sources, community special circumstances, distribution of funding to multiple populations, and/or availability of funding may also be considered.

Joint FRC Funder staff may use site visits and/or interviews to gather additional information in order to make the most informed funding decisions possible.

4) Appeals

The decision of the Joint FRC Funders is final, and there is no appeal process for this NOFA.

O. Application Format

Application Format

All proposals must:

- Be typed, with a minimum of one-inch margins on each page
- Use no less than 12-point font
- Be double spaced
- Have the page number and program name listed at the bottom of each page
- Be within the stated page limits for each section
- Be unbound (no bindings)

Copying

Original proposals must be printed only on one side of the paper, while the two (2) copies must be printed on **both** sides of the paper.

Do not bind proposals with any type of cover, cover page, three ring binder or folder. A binder clip and/or staple(s) are acceptable.

Do not include anything that cannot be photocopied or is folded or oversized. Do not include videotape, audiotape or other multi-media.

PART II: NEIGHBORHOOD-BASED FAMILY RESOURCE CENTERS (FRCs)

A. Funding for Neighborhood-Based FRCs

Available Funding

As part of the planning process, a framework was created to reflect a continuum of services to be provided by contracted Neighborhood-Based FRCs. In this framework depicted in Part IV Appendix C, Core Service Clusters and corresponding Service Activities are organized along a Tiered Continuum representing an increasing intensity of services. The Service Level Tiers outlined in the continuum (see Part IV Appendix C) are: Service Level Tier 1: Basic FRC, Service Level Tier 2: Comprehensive FRC, and Service Level Tier 3: Intensive FRC.

A funding range that corresponds to each Service Level Tier has been specified for Neighborhood-Based FRC grantees. Applicant agencies should propose a specific budget amount that falls within the funding range for the service tier they have proposed to provide.

The targeted annual funding ranges available for Neighborhood-Based FRCs are as follows:

- \$150,000 to \$300,000 for Service Level Tier 1: Basic FRC Services
- \$300,000 to \$500,000 for Service Level Tier 2: Comprehensive FRC Services
- \$500,000 to \$700,000 for Service Level Tier 3: Intensive FRC Services

Determination of Funding

Funding for Neighborhood-Based FRCs will be distributed across three categories of neighborhood need. The DCYF Neighborhood Index of Need² has been utilized as a guiding factor in the FRC NOFA planning process to help inform the creation of community need categories and corresponding funding plans. Category 1 neighborhoods demonstrated greatest need followed by decreasing needs as defined by the Index in Category 2 and Category 3 neighborhoods. For each neighborhood, a corresponding FRC Service Level Tier – Basic, Comprehensive, or Intensive – has been recommended by the alignment plan. The table below presents the neighborhoods that fall within each Community Need Category and the FRC Service Level Tier recommendations that will determine funding allocations.

Need Category	Neighborhood	Recommended FRC Service Level Tiers
Category 1	Mission	A <u>minimum</u> of 1 Intensive FRC per neighborhood and other FRCs of any Service Level Tier as funding allows
	OMI	
	Bay View – Hunter’s Point	
	Visitacion Valley	
Category 2	Western Addition	A <u>minimum</u> of 1 Comprehensive FRC per neighborhood and other Comprehensive or Basic FRCs as funding allows
	Tenderloin	
	SOMA	
	Sunset	
	Potrero Hill	
	Excelsior	
	Portola	
	Chinatown and surrounding area	
Category 3	Richmond	A <u>minimum</u> of 1 Basic FRC per neighborhood and other Basic FRC proposals as funding allows

² The DCYF Neighborhood Index of Need (2005) statistically calculates a priority ranking of neighborhood need based upon multiple data factors including poverty, health, education and other indicators of need.

Funding Provisions

Applicants applying for each need category will be considered within the pool of neighborhood applicants. In addition to selecting a neighborhood of focus, agencies may choose to propose budgets for any amount up to the maximum grant amount in each Service Level Tier as specified in the above section on Available Funding for Neighborhood FRCs.

Reviewers and Joint FRC Funding staff will recommend grants for funding within each neighborhood, but will also consider the service level needs of a neighborhood in recommending a proposal. When making funding recommendations, Joint FRC Funders may also consider additional factors other than those included in the DCYF Index of Neighborhood Need such as agency capacity, community special circumstances, and/or availability of funding.

If funds remain un-awarded from one neighborhood group, the funds may be awarded in other neighborhood groups or for population-focused funding. Similarly, if funds remain un-awarded from the Neighborhood Based FRC funds, these may be reallocated to the Population-Focused FRC funding pool. Moreover, Joint FRC Funders reserve the right to fund grants at amounts other than those listed for each service level, and to adjust the grantee scope of work and/or budget as needed to meet budgetary and/or address community needs.

B. Neighborhood-Based Scope of Work and Essential Services

Scope of Work

Neighborhood-Based FRCs that receive Joint FRC Funding will be expected to serve as integrated community hubs, providing a broad range of prevention and intervention services to support families in the surrounding community. Neighborhood FRCs should develop services that respond to identified community needs and address emerging developmental needs of families as their children grow from birth to 5, school age, and teen years. Parenting supports, access to resources, and community building should be central to the work of the FRC. The space itself should be inviting and have a distinctive welcoming, “family-friendly” supportive environment. A Neighborhood Based FRC may have cultural or linguistic specialized skill to best provide culturally competent services to the families that access its services. Additionally agencies should develop competence and expertise at serving multicultural and diverse families. Funded agencies are expected to develop active partnerships and referral mechanisms with other key family support initiatives funded by the Joint FRC Funders i.e. Beacon Centers, Anchor Institutions, Community Conveners, Community Violence Response Network, Health and Wellness Initiative, Preschool for All, and San Francisco Health Plan.

Service Level Tiers

The services listed below represent the envisioned models for FRC service delivery and as such are considered essential to serving the needs of families and children. The Joint FRC Funders recognize that all services may not necessarily be in place at the start of the grant period. In this case, applicants will be asked to plan for design and implementation of these services during the grant period. Agency applicants are also strongly encouraged to develop and provide preventative and/or intervention services that address the unique needs of the community they serve, beyond those listed below.

Basic FRC Funding: Essential Service Clusters and Activities Framework

Parenting Education and Support

- Curriculum Based Parenting Series
- Parent/Peer Support groups

Access to Resources and Opportunities

- Information and Referral

Direct Services To Promote School Readiness and School Success

- Parent/Child Interactive Activities
- Linkages for School-Aged Children/Teens

Community Building

- Outreach
- Neighborhood Connections and Collaboration

Additional Services/Activities specific to Applicant agency

Comprehensive FRC Funding: Essential Service Clusters and Activities Framework

Parenting Education and Support

- Curriculum Based Parenting Series
- Parent/Peer Support groups

Access to Resources and Opportunities

- Information and Referral
- Basic Needs Assistance

Direct Services To Promote School Readiness and School Success

- Parent/Child Interactive Activities
- Linkages for School-Aged Children/Teens

Community Building

- Outreach
- Neighborhood Connections and Collaboration

Coordinated Support Services

- Case Management
- Linkages with Child Welfare Services (CWS) - Coordinated connection with CWS to include provision of the following services depending upon the child welfare needs of the community:
 - Differential Response
 - Team Decision Making
 - Supervised Visitation Services (based upon neighborhood need)

Additional Services/Activities specific to Applicant agency

Intensive FRC funding: Essential Service Clusters and Activities Framework

Parenting Education and Support

- Curriculum-Based Parent Series
- Parent/Peer Support groups

Access to Resources and Opportunities

- Information and Referral
- Basic Needs Assistance

Direct Services to Promote School Readiness and Student Success

- Parent/Child Interactive Activities
- Linkages for School-Aged Children/Teens

Community Building

- Outreach
- Neighborhood Connections and Collaboration

Coordinated Support Services

- Case Management
- Linkages with Child Welfare Services (CWS) -Coordinated connection with CWS will include provision of the following services:
 - Differential Response
 - Team Decision-Making
 - Supervised Visitation Services

Additional Services/Activities specific to Applicant agency

Definitions of specific activities that fall within these Core Service Clusters are provided in Part IV Appendix A. Successful applicants will describe how activities are provided as well as the frequency and scope of these activities and numbers of participants reached should demonstrate how these activities meet the identified needs of their community. Intensity and volume of services provided should correspond to the proposed funding level. For example, Intensive Level FRCs will be expected to serve more families with Child Welfare Services-linked services such as Differential Response, while a Comprehensive FRC may serve relatively few families depending upon the number of families referred within its neighborhood area. Each proposal should describe an integrated system of care for families.

Additional Activity Requirements

Agencies may propose additional activities that meet neighborhood needs.

All agencies are expected to participate in evaluation and capacity building activities as described in Part I Section F and Section G.

C. Neighborhood-Based FRC Application Forms and Instructions

FORM A: COVERSHEET NEIGHBORHOOD BASED FRC

Notice of Funding Availability (NOFA) – Family Resource Centers Initiative

DCYF, First 5, H.S.A. FY 2009-2010

Complete this Proposal Cover Sheet. This will serve as the front cover of your proposal. An official authorized to bind the entity must sign it AND initial applicable assurance statements on Page 2 of the Cover Sheet.

Name of Agency/Organization	
EXECUTIVE DIRECTOR NAME	Telephone Number
	Email
ADDITIONAL AGENCY CONTACT NAME AND TITLE	Telephone Number
	Email
Agency Address	FAX Number
Amount of Grant Application Request- Annual Amount	\$
Amount of Grant Application Request- Four year budget	\$
Signature of EXECUTIVE DIRECTOR	

This proposal is for (mark one option in both sections):

Neighborhood Based Family Resource Center Name of Neighborhood to be Served:
<input type="checkbox"/> Mission <input type="checkbox"/> OMI <input type="checkbox"/> Bayview/Hunters Point <input type="checkbox"/> Visitacion Valley <input type="checkbox"/> Excelsior <input type="checkbox"/> Portola <input type="checkbox"/> Western Addition <input type="checkbox"/> Potrero Hill <input type="checkbox"/> Chinatown and Surrounding Area <input type="checkbox"/> Sunset <input type="checkbox"/> Richmond <input type="checkbox"/> South of Market <input type="checkbox"/> Tenderloin

Proposed Level of Service:
<input type="checkbox"/> Basic <input type="checkbox"/> Comprehensive <input type="checkbox"/> Intensive

(Continued on next page)

Assurances of Minimum Qualifications

The Executive Director must initial each applicable assurance statement to demonstrate if the applicant agency meets the listed criteria.

	1	The applicant agency is a community based organization that is a nonprofit and tax-exempt under Section 501(c)(3) of the Internal Revenue Code, or a part of the San Francisco Unified School District, City College of San Francisco or San Francisco State University. Our 501(c)(3) statement form is attached as required.
	2	The applicant agency is located in San Francisco, and proposed services will be provided to residents of the City and County of San Francisco.
	3	The applicant agency has a minimum of three (3) years experience as an organization providing family support services.
	4	The applicant has a minimum of three (3) years experience serving one or more of the target populations or communities proposed in this NOFA.

**Application Deadline: May 18, 2009 5:00 p.m.
At First 5 San Francisco
1390 Market Street, Suite 318, San Francisco, CA 94102**

FORM B – CHECK LIST – NOFA – FRC INITIATIVE NEIGHBORHOOD BASED

Submit one (1) original and two (2) Xeroxed copies of the following:

A Completed Application Package must contain the following required materials:

- _____ Form A: Cover Sheet and Assurances of Minimum Qualifications for Neighborhood Based FRC
- _____ Form B: Check List- NOFA- FRC Initiative Neighborhood Based
- _____ Program Narrative
- _____ Form C: Service Outputs and Targets
- _____ Form D: Budget
- _____ Budget/Leveraged Resources Narrative
- _____ Form E: Leveraged Funding
- _____ Resumes and position descriptions of key staff
- _____ Letters of commitment from key partners receiving funding through this initiative
- _____ Organization chart of FRC staffing configuration including partners/ consultants when applicable

ATTACHMENTS TO ORIGINAL

All requested attachments are related to the lead organization.

- _____ IRS determination letter of 501(c)(3) status
- _____ Most recent audited financial statement
- _____ Agency Current Global Budget FY2009

Do not include any materials or attachments other than those listed above. Additional materials will be discarded, and they will not be provided to the proposal review panel.

PROGRAM NARRATIVE INSTRUCTION SHEET: NEIGHBORHOOD BASED FRC

Instructions: Please provide the following information in narrative format. Your response will be read and assessed by outside reviewers, so please be clear and concise in your answers. In order to make your proposal easier to read and assess, your narrative should follow the structure outlined on the following pages, and each section should include the titles listed below in bold. Be sure to stay within the page limits listed for each section. All narrative sections must be double spaced, with the exception of the Budget/Leveraged Resources Narrative section.

I. Agency Background (4 page limit)

1. Describe the mission of your agency and how this initiative supports and aligns with your mission.
2. Briefly provide a summary of your agency's current efforts to provide family support services including prevention and /or intervention components. Note programming that has been developed that is targeted to families of children of specific age groups (e.g., infant/toddlers, preschool, school age and teen aged).
3. Describe specialized knowledge, expertise, and skills that your agency possesses to effectively respond to community needs (i.e. language, culture, etc).
4. Briefly describe the experience and qualifications of the specific staff and subcontractors, if any, who will be funded to provide the services funded by this grant.
5. Briefly describe your agency's utilization of family centered and driven services and family support principles.
6. Describe your agency collaborations and how you strategically link with partner organizations.

II. Community Characteristics (1 page limit)

Briefly describe key characteristics of the neighborhood and families you intend to serve. Be sure to include specific needs, challenges, and strengths.

III. Proposed Services and Programs (12 page limit)

1. Provide a description of the program you are proposing to provide with funds from this NOFA.

Provide detailed information about the proposed activities of the NOFA's scope of work, including a description of how the project will implement each of the required activity categories and required activity components. **Please refer to the Service Expectations Overview (Part I Section E) and address each of the Essential Service Clusters and Activities that correspond with the Service Tier you are applying for. (See Part II Section B).** Similarly, describe any additional activities the agency will initiate with this funding including innovative and creative strategies unique to your agency and the community to be served.

For each activity to be supported by NOFA funds, address the following in your program description:

- Describe the frequency and scope of these activities, including the population targeted by the service, the numbers of child and adult participants planned to be served, and how these activities will meet the identified needs of the community.
 - State the staff responsible for implementation and oversight of the service and whether implementation is a direct service responsibility of the staff person or collaboratively provided by a partner or subcontractor.
 - Describe the change or impact you hope to achieve through the proposed service.
 - Provide any additional information you feel will help explain your agency's approach or planned service(s).
 - Please complete Form C to reflect the service outputs and targets that will assist in the tracking of your project's achievements.
2. Describe how the individual services will contribute towards an integrated system of services for families to experience. Describe your expectations for how participants/families will utilize the provided services.
 3. Briefly describe your agency facility space available to house the FRC, including hours of operations and other characteristics.
 4. Describe how you will ensure maximum utilization of programs and services provided through this funding by families in your community. Also, describe how the program is relevant and responsive to the diverse cultural, linguistic, and/or other needs of the families in your neighborhood.
 5. Describe your agency's formal referral system and how you will link with partners and resources to best serve families
 6. For the Parenting Education and Support Service Cluster, explain the basis for your selected parenting curriculum, including research base, format, and needs of client population.
 7. For the Direct Services to Support School Readiness and School Success Services Cluster, describe how your services address the needs of families with children of different age groups including:
 - How your program incorporates a focus on 0-5 school readiness
 - How your program includes activities which support school success for school aged children and teens
 8. For the Linkages with Child Welfare Services Cluster:
Comprehensive FRCs - Describe your willingness and readiness to partner and coordinate with Child Welfare Services to respond to the needs of families in your community. Describe your agency's capacity and plan for providing Differential Response services and Team Decision Making. Describe your willingness to learn about and build your agency capacity or your current ability to provide and host Supervised Visitation.

Intensive FRCs - Describe your willingness and ability to partner and coordinate with Child Welfare Services to respond to the needs of families in your community. Describe your plan to staff and implement Differential Response, Team Decision Making, and Supervised Visitation services. For Supervised Visitation services, describe how these services will be accommodated at your facility.

9. Describe any planning activities that will be needed during the first six months of the grant implementation including any planned engagement of partners, community and parent input to ensure a quality, responsive program design.

IV. Evaluation Capacity (1 page limit)

Please provide a brief overview of your agency's approach to evaluation and continuous improvement, including:

1. A description of your agency's experience with and capacity to manage evaluation and measurement tasks such as: Survey design and data collection strategies, data analysis, report writing, managing data entry tasks and data entry system (Contract Management System, Efforts to Outcomes, etc.). Include identification of staff responsible for these activities. Also include discussion of strategies your agency has used successfully in the past and intends to replicate or if your experience is more limited describe resources that may be available to assist your agency in this area.
2. Describe how the information collected will be used to inform program improvement, shape future program activities, and/or contribute to technical assistance plans.

Affirm your agency's commitment and readiness to participate in (1) required processes for measuring the quantity, quality and impact of services provided. (2) a program of technical assistance and self-assessment in collaboration with the Joint FRC Funders.

NEIGHBORHOOD-BASED FORM C: SERVICE OUTPUTS AND TARGETS Tier 1 Basic

Agency Name:

NEIGHBORHOOD-BASED FAMILY RESOURCE CENTERS – TIER 1 BASIC FRC SERVICES

<p>Directions: Below are the essential activities by service cluster. For each, please use the columns to the right to describe implementation and participation targets. Applicants are also encouraged to include additional activities unique to the needs of their neighborhood.</p>	<p>Directions: Describe in 1-2 sentences what you will do, when, and how often (<i>For Example- conduct 3 class sessions; each session will have 10 weekly classes and 20 parents are expected to complete a session</i>)</p>	<p># meetings/ classes-if applicable</p>	<p>Total # Children Birth – 5 Served <i>(this is a duplicative count i.e. 5 meetings with 5 children at each would total 25 children)</i></p>	<p>Unduplicated # Children Birth – 5 Served <i>(this is a unduplicated count i.e. 5 meetings with 5 of the same children at each would still total 5)</i></p>	<p>Total # Youth 6–18 Served <i>(this is a duplicative count i.e. 5 meetings with 5 youth at each would total 25 youth)</i></p>	<p>Unduplicated # Youth 6–18 Served <i>(this is a unduplicated count i.e. 5 meetings with 5 of the same youth at each would still total 5)</i></p>	<p>Total # Parents/ Caregivers Served <i>(this is a duplicative count i.e. 5 meetings with 5 parents at each would total 25 parents)</i></p>	<p>Unduplicated # Parents/ Caregivers Served <i>(this is a unduplicated count i.e. 5 meetings with 5 of the same parents at each would still total 5)</i></p>	<p>Other Proposed Service Targets <i>(For example you may be interested in tracking hours for a particular measure)</i></p>
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PARENTING EDUCATION AND SUPPORT

Curriculum-based Parenting Series									
Parent/Peer Support Groups									
<i>Other, please describe:</i>									
<i>Other, please describe:</i>									

ACCESS TO RESOURCES AND OPPORTUNITIES

Information & Referral									
<i>Other, please describe:</i>									
<i>Other, please describe:</i>									

DIRECT SERVICES TO PROMOTE SCHOOL READINESS AND SCHOOL SUCCESS

Parent/Child Interactive Activities									
Linkages for School-Aged Children/Teens									
<i>Other, please describe:</i>									
<i>Other, please describe:</i>									

NEIGHBORHOOD-BASED FAMILY RESOURCE CENTERS – TIER 1 BASIC FRC SERVICES

<p>Directions: Below are the essential activities by service cluster. For each, please use the columns to the right to describe implementation and participation targets. Applicants are also encouraged to include additional activities unique to the needs of their neighborhood.</p>	<p>Directions: Describe in 1-2 sentences what you will do, when, and how often (<i>For Example- conduct 3 class sessions; each session will have 10 weekly classes and 20 parents are expected to complete a session</i>)</p>	<p># meetings/ classes-if applicable</p>	<p>Total # Children Birth – 5 Served <i>(this is a duplicative count i.e. 5 meetings with 5 children at each would total 25 children)</i></p>	<p>Unduplicated # Children Birth – 5 Served <i>(this is a unduplicated count i.e. 5 meetings with 5 of the same children at each would still total 5)</i></p>	<p>Total # Youth 6–18 Served <i>(this is a duplicative count i.e. 5 meetings with 5 youth at each would total 25 youth)</i></p>	<p>Unduplicated # Youth 6–18 Served <i>(this is a unduplicated count i.e. 5 meetings with 5 of the same youth at each would still total 5)</i></p>	<p>Total # Parents/ Caregivers Served <i>(this is a duplicative count i.e. 5 meetings with 5 parents at each would total 25 parents)</i></p>	<p>Unduplicated # Parents/ Caregivers Served <i>(this is a unduplicated count i.e. 5 meetings with 5 of the same parents at each would still total 5)</i></p>	<p>Other Proposed Service Targets <i>(For example you may be interested in tracking hours for a particular measure)</i></p>
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COMMUNITY BUILDING

Outreach									
Neighborhood Collaboration									
<i>Other, please describe:</i>									
<i>Other, please describe:</i>									

ADDITIONAL SERVICES/ACTIVITIES SPECIFIC TO APPLICANT AGENCY

<i>Other, please describe:</i>									
<i>Other, please describe:</i>									

NEIGHBORHOOD-BASED FORM C: SERVICE OUTPUTS AND TARGETS Tier 2 Comprehensive

Agency Name:

NEIGHBORHOOD-BASED FAMILY RESOURCE CENTERS – TIER 2 COMPREHENSIVE FRC SERVICES

Directions: Below are the essential activities by service cluster. For each, please use the columns to the right to describe implementation and participation targets. Applicants are also encouraged to include additional activities unique to the needs of their neighborhood.	Directions: Describe in 1-2 sentences what you will do, when, and how often (<i>For Example- conduct 3 class sessions; each session will have 10 weekly classes and 20 parents are expected to complete a session</i>)	# meetings/ classes-if applicable	Total # Children Birth – 5 Served <i>(this is a duplicative count i.e. 5 meetings with 5 children at each would total 25 children)</i>	Unduplicated # Children Birth – 5 Served <i>(this is a unduplicated count i.e. 5 meetings with 5 of the same children at each would still total 5)</i>	Total # Youth 6–18 Served <i>(this is a duplicative count i.e. 5 meetings with 5 youth at each would total 25 youth)</i>	Unduplicated # Youth 6–18 Served <i>(this is a unduplicated count i.e. 5 meetings with 5 of the same youth at each would still total 5)</i>	Total # Parents/ Caregivers Served <i>(this is a duplicative count i.e. 5 meetings with 5 parents at each would total 25 parents)</i>	Unduplicated # Parents/ Caregivers Served <i>(this is a unduplicated count i.e. 5 meetings with 5 of the same parents at each would still total 5)</i>	Other Proposed Service Targets <i>(For example you may be interested in tracking hours for a particular measure)</i>
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PARENTING EDUCATION AND SUPPORT

Curriculum-based Parenting Series									
Parent/Peer Support Groups									
<i>Other, please describe:</i>									
<i>Other, please describe:</i>									

ACCESS TO RESOURCES AND OPPORTUNITIES

Information & Referral									
Basic Needs Assistance									
<i>Other, please describe:</i>									
<i>Other, please describe:</i>									

DIRECT SERVICES TO PROMOTE SCHOOL READINESS AND SCHOOL SUCCESS

Parent/Child Interactive Activities									
Linkages for School-Aged Children/Teens									
<i>Other, please describe:</i>									
<i>Other, please describe:</i>									

NEIGHBORHOOD-BASED FAMILY RESOURCE CENTERS – TIER 2 COMPREHENSIVE FRC SERVICES

<p>Directions: Below are the essential activities by service cluster. For each, please use the columns to the right to describe implementation and participation targets. Applicants are also encouraged to include additional activities unique to the needs of their neighborhood.</p>	<p>Directions: Describe in 1-2 sentences what you will do, when, and how often (<i>For Example- conduct 3 class sessions; each session will have 10 weekly classes and 20 parents are expected to complete a session</i>)</p>	<p># meetings/ classes-if applicable</p>	<p>Total # Children Birth – 5 Served <i>(this is a duplicative count i.e. 5 meetings with 5 children at each would total 25 children)</i></p>	<p>Unduplicated # Children Birth – 5 Served <i>(this is a unduplicated count i.e. 5 meetings with 5 of the same children at each would still total 5)</i></p>	<p>Total # Youth 6–18 Served <i>(this is a duplicative count i.e. 5 meetings with 5 youth at each would total 25 youth)</i></p>	<p>Unduplicated # Youth 6–18 Served <i>(this is a unduplicated count i.e. 5 meetings with 5 of the same youth at each would still total 5)</i></p>	<p>Total # Parents/ Caregivers Served <i>(this is a duplicative count i.e. 5 meetings with 5 parents at each would total 25 parents)</i></p>	<p>Unduplicated # Parents/ Caregivers Served <i>(this is a unduplicated count i.e. 5 meetings with 5 of the same parents at each would still total 5)</i></p>	<p>Other Proposed Service Targets <i>(For example you may be interested in tracking hours for a particular measure)</i></p>
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COMMUNITY BUILDING

Outreach									
Neighborhood Collaboration									
<i>Other, please describe:</i>									
<i>Other, please describe:</i>									

COORDINATED SUPPORT SERVICES

Case Management									
Linkages with Child Welfare Services-Differential Response	<p align="center"><i>Linkages with Child Welfare Services are generally driven by referrals from Child Welfare system, therefore these service targets will be determined following funding awards based upon most recent HSA data.</i></p>								
Linkages with Child Welfare Services-Team Decision Making									
Linkages with Child Welfare Services-Supervised Visitation									
<i>Other, please describe:</i>									
<i>Other, please describe:</i>									

ADDITIONAL SERVICES/ACTIVITIES SPECIFIC TO APPLICANT AGENCY

<i>Other, please describe:</i>									
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NEIGHBORHOOD-BASED FAMILY RESOURCE CENTERS – TIER 2 COMPREHENSIVE FRC SERVICES

<p>Directions: Below are the essential activities by service cluster. For each, please use the columns to the right to describe implementation and participation targets. Applicants are also encouraged to include additional activities unique to the needs of their neighborhood.</p>	<p>Directions: Describe in 1-2 sentences what you will do, when, and how often (<i>For Example- conduct 3 class sessions; each session will have 10 weekly classes and 20 parents are expected to complete a session</i>)</p>	<p># meetings/ classes-if applicable</p>	<p>Total # Children Birth – 5 Served <i>(this is a duplicative count i.e. 5 meetings with 5 children at each would total 25 children)</i></p>	<p>Unduplicated # Children Birth – 5 Served <i>(this is a unduplicated count i.e. 5 meetings with 5 of the same children at each would still total 5)</i></p>	<p>Total # Youth 6–18 Served <i>(this is a duplicative count i.e. 5 meetings with 5 youth at each would total 25 youth)</i></p>	<p>Unduplicated # Youth 6–18 Served <i>(this is a unduplicated count i.e. 5 meetings with 5 of the same youth at each would still total 5)</i></p>	<p>Total # Parents/ Caregivers Served <i>(this is a duplicative count i.e. 5 meetings with 5 parents at each would total 25 parents)</i></p>	<p>Unduplicated # Parents/ Caregivers Served <i>(this is a unduplicated count i.e. 5 meetings with 5 of the same parents at each would still total 5)</i></p>	<p>Other Proposed Service Targets <i>(For example you may be interested in tracking hours for a particular measure)</i></p>
<p><i>Other, please describe:</i></p>									

NEIGHBORHOOD-BASED FORM C: SERVICE OUTPUTS AND TARGETS Tier 3 Intensive

Agency Name:

NEIGHBORHOOD-BASED FAMILY RESOURCE CENTERS – TIER 3 INTENSIVE FRC SERVICES

Directions: Below are the essential activities by service cluster. For each, please use the columns to the right to describe implementation and participation targets. Applicants are also encouraged to include additional activities unique to the needs of their neighborhood.	Directions: Describe in 1-2 sentences what you will do, when, and how often (<i>For Example- conduct 3 class sessions; each session will have 10 weekly classes and 20 parents are expected to complete a session</i>)	# meetings/ classes-if applicable	Total # Children Birth – 5 Served <i>(this is a duplicative count i.e. 5 meetings with 5 children at each would total 25 children)</i>	Unduplicated # Children Birth – 5 Served <i>(this is a unduplicated count i.e. 5 meetings with 5 of the same children at each would still total 5)</i>	Total # Youth 6–18 Served <i>(this is a duplicative count i.e. 5 meetings with 5 youth at each would total 25 youth)</i>	Unduplicated # Youth 6–18 Served <i>(this is a unduplicated count i.e. 5 meetings with 5 of the same youth at each would still total 5)</i>	Total # Parents/ Caregivers Served <i>(this is a duplicative count i.e. 5 meetings with 5 parents at each would total 25 parents)</i>	Unduplicated # Parents/ Caregivers Served <i>(this is a unduplicated count i.e. 5 meetings with 5 of the same parents at each would still total 5)</i>	Other Proposed Service Targets <i>(For example you may be interested in tracking hours for a particular measure)</i>
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PARENTING EDUCATION AND SUPPORT

Curriculum-based Parenting Series									
Parent/Peer Support Groups									
<i>Other, please describe:</i>									
<i>Other, please describe:</i>									

ACCESS TO RESOURCES AND OPPORTUNITIES

Information & Referral									
Basic Needs Assistance									
<i>Other, please describe :</i>									
<i>Other, please describe:</i>									

DIRECT SERVICES TO PROMOTE SCHOOL READINESS AND SCHOOL SUCCESS

Parent/Child Interactive Activities									
Linkages for School-Aged Children/Teens									
<i>Other, please describe:</i>									
<i>Other, please describe:</i>									

NEIGHBORHOOD-BASED FAMILY RESOURCE CENTERS – TIER 3 INTENSIVE FRC SERVICES

<p>Directions: Below are the essential activities by service cluster. For each, please use the columns to the right to describe implementation and participation targets. Applicants are also encouraged to include additional activities unique to the needs of their neighborhood.</p>	<p>Directions: Describe in 1-2 sentences what you will do, when, and how often (<i>For Example- conduct 3 class sessions; each session will have 10 weekly classes and 20 parents are expected to complete a session</i>)</p>	<p># meetings/ classes-if applicable</p>	<p>Total # Children Birth – 5 Served (this is a duplicative count i.e. 5 meetings with 5 children at each would total 25 children)</p>	<p>Unduplicated # Children Birth – 5 Served (this is a unduplicated count i.e. 5 meetings with 5 of the same children at each would still total 5)</p>	<p>Total # Youth 6–18 Served (this is a duplicative count i.e. 5 meetings with 5 youth at each would total 25 youth)</p>	<p>Unduplicated # Youth 6–18 Served (this is a unduplicated count i.e. 5 meetings with 5 of the same youth at each would still total 5)</p>	<p>Total # Parents/ Caregivers Served (this is a duplicative count i.e. 5 meetings with 5 parents at each would total 25 parents)</p>	<p>Unduplicated # Parents/ Caregivers Served (this is a unduplicated count i.e. 5 meetings with 5 of the same parents at each would still total 5)</p>	<p>Other Proposed Service Targets (For example you may be interested in tracking hours for a particular measure)</p>
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COMMUNITY BUILDING

Outreach									
Neighborhood Collaboration									
<i>Other, please describe:</i>									
<i>Other, please describe:</i>									

COORDINATED SUPPORT SERVICES

Case Management									
Linkages with Child Welfare Services-Differential Response	<p align="center"><i>Linkages with Child Welfare Services are generally driven by referrals from Child Welfare system, therefore these service targets will be determined following funding awards based upon most recent HSA data.</i></p>								
Linkages with Child Welfare Services-Team Decision Making									
Linkages with Child Welfare Services-Supervised Visitation									
<i>Other, please describe:</i>									
<i>Other, please describe:</i>									

ADDITIONAL SERVICES/ACTIVITIES SPECIFIC TO APPLICANT AGENCY

<i>Other, please describe:</i>									
<i>Other, please describe:</i>									

Form D: Budget

Budget Request Form for Full Year Operating Budget

Total budget for funds requested from 2009 FRC Initiative NOFA

A. Program Expenses					
Personnel	Annual Salary or Hrly rate	FTE (%)	Salary Request Amount Only	Match Funding Amount from other sources	List additional funding sources for this position as they relate to the staff persons FRC-related work
<i>ex Case Manager</i>	\$45,000	30%	\$13,500	\$9,000	<i>.20 FTE Cowell Foundation</i>
a.					
b.					
c.					
d.					
e.					
f.					
Personnel Salaries			\$0.00	\$0.00	
List Benefits Type & Costs	Benefit % Rate	Total Benefits Requested			
Total Benefits			\$0.00	\$0.00	
Subtotal Personnel Expenses (Salaries + Benefits)			\$0.00	\$0.00	

B. Operating Expenses			
Description	Amount Requested	Match Funding	
Professionals/Consultants			

FORM D: BUDGET – INSTRUCTION SHEET

Please provide the amount being requested from the Joint FRC Funders in the amount requested column, as well as anticipated match funding from other sources in the corresponding column.

This contract will be cost-reimbursable, meaning it is based on actual expenditures. Grantees are required to maintain documentation of all program expenses billed to the activities funded through this NOFA, and you will be asked to produce receipts, cancelled checks and supporting documents during the fiscal site visit.

- A. Personnel:** List the position titles, percentage full-time equivalent (FTE, e.g., 100 for 1FTE, 50% for .5FTE) for the entire program personnel, and/or the hourly pay rate for all staff members. All funded programs should be in compliance with San Francisco's Minimum Compensation Ordinance. The text of the Minimum Compensation Ordinance can be found online at <http://www.sfgov.org/oca/lwlh.htm>.
- B. Fringe Benefits/Taxes:** List the fringe benefit/tax considerations and rate, as well as the calculated amount based on each salary.
- C. Professionals/Consultants:** This category should include payments made to individuals who provide special services in order to help you operate your program, but who are not employees, such as consultants, trainers or evaluators.
- D. Subcontractors:** This refers to subcontractor agencies who provide services to help enhance your program. Subcontractors are usually other nonprofit, community-based organizations. The total listed here should only reflect the subcontractor's program expenses; the subcontractor's administrative expenses should be listed on a separate line in the Administrative Expenses portion of the budget spreadsheet.
- E. Program Materials and Supplies:** List all materials and supplies used by your program. This includes paper and pencils, books, and other program –related supplies. This category should also include reproduction costs for program materials.
- F. Other Program Expenses:** This category is for items that do not fit into any of the above categories. For example, costs for criminal screening and fingerprinting can be shown here. Other examples include parent stipends, family events, mileage, MUNI fast passes, and food for participants. Please break out your program's other expenses, and do not include a line item titled "Other Program Expenses" with a lump sum amount.
- G. Administrative or Indirect Costs:** The total administrative and indirect costs may not exceed 15% of the total grant budget.

Indirect Costs

Allowed prorated indirect costs include audit, insurance, bookkeepers, accounting services, payroll, the executive director's salary and other administrative support salaries. In addition, this category includes the prorated cost of administrative postage, rent, equipment lease, utilities, pagers, phone bills, cellular phone bills, janitorial services, insurance, Internet lines, etc.

Administrative Costs

List the position titles, percentage full-time equivalent (FTE, e.g., 100 for 1FTE, 50% for .5FTE) for administrative personnel charged to this grant, and/or the hourly pay rate for all staff members. All funded programs should be in compliance with San Francisco's Minimum Compensation Ordinance. The text of the Minimum Compensation Ordinance can be found online at <http://www.sfgov.org/oca/lwlh.htm>. Also list any other administrative non-personnel items.

<p style="text-align: center;">BUDGET/LEVERAGED RESOURCES NARRATIVE NEIGHBORHOOD BASED FRC- INSTRUCTION SHEET</p>
--

Budget Narrative and Leveraged Resources (2 page limit- single spaced)

1. **The Budget Narrative** is a written justification of the proposed budget, which provides explanatory information and rationale to support the proposed amount allocated for each budget line item. Please provide a written budget narrative that explains the budget items included on Budget Form D.
2. **Leveraged Resources**
 - A. Describe the agency's plans to leverage additional resources and funding to enhance program delivery. Complete Leveraged Funding Form E Sections 1 and 2.
 - B. Briefly describe the items listed on Leveraged Funding Form E Section 2.
 - C. Please list other agency programs that will leverage the services proposed to be funded by this grant and other financial resources supporting the proposed services.
 - D. Describe any other specific fundraising plans the agency has to further support and enhance the proposed activities.

Form E: Leveraged Funding Form

Leveraged Funding Fiscal Year(FY) 2009

SECTION 1: Overview of Applicant Funding Context

Total Dollar Amounts

	Total Lead Agency Annual Budget Amount FY2009 (including funding request amount)
	Total FRC Budget Amount FY 2009 (including funding request amount)
	Total Requested Funding Amount from this NOFA

SECTION 2: Leveraged funding for Family Resource Center Programs and Operations FY 2009

	Name of Funding Source/Department	Category/Name of Grant	FY 2009 total funding award	Grant Dates	Brief Description of services funded
<i>example</i>	<i>T.J Maxx Fund</i>	<i>Family Support Initiatives</i>	\$ 100,000	<i>7/1/09 - 6/30/10</i>	<i>2.0 Case Manager positions to conduct home visits and provide outreach to hard to reach families</i>
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
		TOTAL	\$ -		

Please use whole numbers. Do not include amounts for cents; round to the nearest dollar.

PART III: POPULATION-FOCUSED FAMILY RESOURCE CENTERS (FRCs)

A. Funding for Population-Focused FRCs

Available Funding

Grants for Population-Focused FRCs will be funded at targeted range amounts per grantee of \$150,000 to \$450,000 per year. Funding level requests must correspond to the scope, breadth, and depth of services proposed.

Funding Determination

Funding for Population-Focused FRCs will be distributed based upon reviewer and staff recommendations for funding, with priority given to applications serving the populations listed below. Additionally, funding consideration will be made to ensure that the funding is distributed to address the needs of multiple priority populations and that a broad range of services for diverse communities are funded.

Funding Provisions

The applicants applying for Population-Focused FRC funding will be considered against the pool of other Population-Focused FRC applicants. Applicants may choose to propose budgets for any amount up to the maximum grant amount as specified in the section above on Available Funding. Joint FRC Funder staff may recommend a grant award amount less than the amount requested in the grant application.

When making funding recommendations, reviewers and Joint FRC Funding staff may also consider additional factors such as agency capacity, community special circumstances, distribution of funding to multiple populations, and/or availability of funding.

If funds remain un-awarded from the Population-Focused funds, they may be reallocated to the Neighborhood-based FRC funding pool.

B. Population-Focused FRC Scope of Work

Target Population

The Population-Focused FRCs must address identifiable groups of families who are members of a community located throughout San Francisco and not necessarily concentrated in a single neighborhood. Services may be organized through a single agency FRC or a collaborative consisting of a single lead agency with subcontracted partner agencies.

Priority targets are:

- Homeless/Under-housed children and families/families residing in SROs (single room occupancies)
- Immigrant families with children
- Pregnant Teens/Teen Parents
- Families with Children with Special Needs
- Lesbian, gay, bisexual, and transgendered parents and their children
- Families with young children exposed to violence

The Joint FRC funders will also consider proposals serving additional populations.

Scope of Work

San Francisco is home to diverse families whose needs are not bounded within a single neighborhood or geographically-defined community. Population-Focused FRCs can effectively serve as family strengthening systems that are organized around specific attributes of the targeted families they are designed to serve. Agencies serving these communities often possess unique knowledge, skills and expertise that promote their efforts in supporting outcomes for program participants. For example, a Population Focused FRC may have cultural or linguistic specialized skills to best provide culturally competent services to the families that access its services.

Population-Focused FRC will provide a comprehensive cluster of family support services to families and children. Additionally, they will provide systems level services to strengthen the overall FRC Service Delivery System to more effectively meet the needs of diverse populations.

The primary service components that applicants should address are as follows:

1. Direct Services for Families and Children

Direct services provided to children and families by Population-Focused FRCs should be designed to best address the needs of the families served. Population focused FRCs should develop flexible and creative approaches to best serve their targeted population. The Joint FRC Funders also recognize that specialized expertise and skills may be required to serve the cultural and linguistic needs of San Francisco's diverse families.

Applicants are encouraged to use the following guiding framework for developing a coordinated package of services for families. However applicants are encouraged to modify and/or replace activities in order to develop a menu of services that best addresses the needs of the targeted population. Applicants may also choose to provide Coordinated Support Services as described in Part I Section E if those services best address targeted family needs.

Guiding Framework

Parenting Education and Support

- Curriculum Based Parenting Series
- Parent/Peer Support groups

Access to Resources and Opportunities

- Information and Referral

Direct Services To Promote School Readiness and School Success

- Parent/Child Interactive Activities
- Linkages for School-Aged Children/Teens

Community Building

- Outreach
- Neighborhood Collaboration

Additional Services/Activities specific to Applicant agency

Definitions of specific activities that fall within these Core Service Clusters are provided in Part IV Appendix A. Applicants should provide specific descriptions of the frequency and scope of these activities, including numbers of participants reached, and should demonstrate how these activities will meet the identified needs of their target population. Each proposal should describe an integrated system of care for families.

2. System Level Services

In addition to providing direct services for targeted families and children, Population-Focused FRCs are expected to play a leadership role in the San Francisco Family Support field by providing expertise and City-wide support at a systems level as well. A purpose of this role is to strengthen the entire FRC Service Delivery System by equipping FRC providers with the best available information on the needs and related issues of specific populations, disseminating information on effective strategies to address their needs, and /or ensuring provider awareness of available programs and opportunities provided by the applicant for the targeted population. In this capacity, FRCs outreach to other FRCs, establish a process for accepting referrals, conduct trainings and/or workshops and presentations.

Additional Information Regarding Population-Focused Services

Funded agencies are also strongly encouraged to develop additional family support activities and/or services not listed or described above.

The proposed activities should address the objectives of this initiative and optimally will leverage and coordinate with existing agency staff, resources and programming and other community resources. Additionally, funded agencies are expected to develop active partnerships and referral mechanisms with other funded FRCs and key initiatives funded by the Joint FRC Funders i.e. Beacon Centers, Anchor Institutions, Community Conveners, Community Violence Response Network, Health and Wellness Initiative, Preschool for All and San Francisco Health Plan.

Physical Space for Activities

While having a physical space that serves as a center for agency operations as well as family participation in activities is desirable, it is not an explicit requirement for funding.

Additional Activity Requirements

All agencies are expected to participate in evaluation and capacity building activities as described in Part I Section F and Section G.

C. Population-Focused FRC Application Forms and Instructions

FORM A –COVERSHEET POPULATION FOCUS FRC

**Notice of Funding Availability (NOFA) – Family Resource Centers Initiative
DCYF, First 5, H.S.A. FY 2009-2010**

Complete this Proposal Cover Sheet. This will serve as the front cover of your proposal. An official authorized to bind the entity must sign it AND initial applicable assurance statements on Page 2 of the Cover Sheet.

Name of Agency/Organization	
EXECUTIVE DIRECTOR NAME	Telephone Number
	Email
ADDITIONAL AGENCY CONTACT NAME AND TITLE	Telephone Number
	Email
Agency Address	FAX Number
Amount of Grant Application Request- Annual Amount	\$
Amount of Grant Application Request- Four year budget	\$
Signature of EXECUTIVE DIRECTOR	

This proposal is for (mark only one):

Population–Focus Family Resource Center
Specialized Population to be Served:
<input type="checkbox"/> Homeless/Under-housed children and families/families residing in SROs (single room occupancies) <input type="checkbox"/> Immigrant families with children Specify: _____ <input type="checkbox"/> Pregnant and Parenting Teens <input type="checkbox"/> Families with Children with Special Needs <input type="checkbox"/> Lesbian, gay, bisexual, and transgendered parents and their children <input type="checkbox"/> Families with children exposed to violence <input type="checkbox"/> Other, Specify: _____

(Continued on next page)

Assurances of Minimum Qualifications

The Executive Director must initial each applicable assurance statement to demonstrate if the applicant agency meets the listed criteria.

	1	The applicant agency is a community based organization that is a nonprofit and tax-exempt under Section 501(c)(3) of the Internal Revenue Code, or a part of the San Francisco Unified School District, City College of San Francisco or San Francisco State University. Our 501(c)(3) statement form is attached as required.
	2	The applicant agency is located in San Francisco, and proposed services will be provided to residents of the City and County of San Francisco.
	3	The applicant agency has a minimum of three (3) years experience as an organization providing family support services.
	4	The applicant has a minimum of three (3) years experience serving one or more of the target populations or communities proposed in this NOFA.

**Application Deadline: May 18, 2009 5:00 p.m. at
First 5 San Francisco
1390 Market Street, Suite 318, San Francisco, CA 94102**

**FORM B – CHECK LIST – NOFA - FRC INITIATIVE
POPULATION- FOCUSED FRC**

Submit one (1) original and two (2) Xeroxed copies of the following:

A Completed Application Package must contain the following required materials:

- _____ Form A: Cover Sheet and Assurances of Minimum Qualifications for Population-Focused FRC
- _____ Form B: Check List
- _____ Program Narrative
- _____ Form C: Logic Model and Evaluation Plan
- _____ Form D: Budget
- _____ Budget/Leveraged Resources Narrative
- _____ Form E: Leveraged Funding
- _____ Resumes and position descriptions of key staff
- _____ Letters of commitment from key partners receiving funding through this initiative
- _____ Organization chart of FRC staffing configuration including partners/ consultants when applicable

ATTACHMENTS TO ORIGINAL

All requested attachments are related to the lead organization.

- _____ IRS determination letter of 501(c)(3) status
- _____ Most recent audited financial statement
- _____ Agency Current Global Budget FY2009

Do not include any materials or attachments other than those listed above. Additional materials will be discarded, and they will not be provided to the proposal review panel.

PROGRAM NARRATIVE INSTRUCTION SHEET: POPULATION FOCUS FRC

Instructions: Please provide the following information in narrative format. Your response will be read and assessed by outside reviewers, so please be clear and concise in your answers. In order to make your proposal easier to read and assess, your narrative should follow the structure outlined on the following pages, and each section should include the titles listed below in bold. Be sure to stay within the page limits listed for each section. All narrative sections must be double spaced, with the exception of the Budget/Leveraged Resources Narrative section.

Agency Background (4 page limit)

1. Describe the mission of your agency and how this initiative supports and aligns with your mission.
2. Briefly provide a summary of your agency's current efforts to provide family support services including prevention and /or intervention components. Note programming that has been developed that is targeted to families of children of specific age groups (e.g., infant/toddlers, preschool, school age and teen aged).
3. Describe specialized knowledge, expertise, and skills that your agency possesses to effectively respond to community needs (i.e. language, culture, etc).
4. Briefly describe the experience and qualifications of the specific staff who will be funded to provide the services funded by this grant.
5. Describe your agency's utilization of family centered and driven services and family support principles.
6. Describe your agency collaborations and how you strategically link with partner organizations.

Community Needs Assessment (3 page limit)

1. Describe the specific needs, issues, characteristics, and strengths of the community that will be served by the proposed services. To the extent possible, provide quantitative and qualitative characteristics in your description.
2. Provide a detailed justification for why the proposed services are needed.

Proposed Services and Programs (7 page limit)

1. Provide a description of the program you are proposing to provide with funds from this NOFA.

Provide detailed information about the proposed activities of the NOFA's scope of work, including a description of how the project will implement each of the required Service Components. **Please refer to the Service Expectations Overview (Part I Section E) and address the Program Activity Categories described within Part III Section B.** Similarly, describe any additional activities the agency will initiate with this funding including innovative and creative strategies unique to your agency and the community to be served, and explain why those activities were selected.

Note: For the Parenting Education and Support Service Cluster, explain the basis for your selected parenting curriculum, including research base, format, and needs of client population

For each activity to be supported by NOFA funds, address the following in your program description:

- Describe the frequency and scope of these activities, including the population targeted by the service, the numbers of child and adult participants plan to be served, and demonstrate how these activities will meet the identified needs of the community.
 - State the staff responsible for implementation and oversight of the service and whether implementation is a direct service responsibility of the staff person or collaboratively provided by a partner or subcontractor.
 - Describe the change or impact you hope to achieve through the proposed service.
 - Provide any additional information you feel will help explain your agency's approach or planned service(s).
 - Please complete Form C to create a Logic Model and Evaluation Plan that will assist in the tracking of your project's achievements.
2. Describe how the individual services will contribute towards an integrated system of services for to experience. Describe your expectations of how participants/families will utilize the provided services.
 3. Describe how you will ensure maximum utilization of programs and services provided through this funding by families in your targeted population. Also, describe how the program is relevant and responsive to the cultural, linguistic, and/or other needs of the families in your community.
 4. Describe your agency's formal referral system and how you will link with partners and resources to best serve families
 5. Describe how your services address the needs of families with children of different age groups
 - Describe how your program incorporates a focus on 0-5 school readiness
 - Describe how your program includes activities which support school success for school aged children and teens
 6. Describe any planning activities that will be needed during the first six months of the grant implementation including any planned engagement of partners, community and parent input to ensure a quality, responsive program design.

Evaluation Capacity (1 page limit)

Please provide an overview of your agency's approach to evaluation and continuous improvement, including:

1. A description of your agency's experience with and capacity to manage evaluation and measurement tasks such as: Survey design and data collection strategies, data analysis, report writing, managing data entry tasks and data entry system (Contract Management System, Efforts to Outcomes, etc.). Include identification of staff responsible for these activities. Also include discussion of strategies your agency has used successfully in the past and intends to replicate or if your experience is more limited describe resources that may be available to assist your agency in this area.

2. Describe how the information collected will be used to inform program improvement, shape future program activities, and/or contribute to technical assistance plans.
3. Affirm your agency's commitment and readiness to participate in (1) required processes for measuring the quantity, quality and impact of services provided. (2) a program of technical assistance and self-assessment in collaboration with the Joint FRC Funders.

POPULATION-FOCUSED FORM C: LOGIC MODEL AND EVALUATION PLAN - INSTRUCTIONS, GLOSSARY, AND EXAMPLES

Instructions

Complete Form D to provide an overview of the services and major project deliverables that will take place once your project is in its full implementation phase. Services described in this section should lead directly to your desired outcomes. Form D also requires you to describe how you will measure your services and the resulting outcomes. See Form D Example Page.

Glossary of Form D Terms

Services – Core activities and major project deliverables that lead directly to your desired outcomes. *Example: Implement a parenting class that will run for 10 weeks with 2 hour weekly sessions.*

Outputs - In a general sense “outputs” are the most immediate, measurable products of your planned services. They describe not just what your project will do, but for whom and how well. First 5 San Francisco has identified two types of outputs - - participation and quality of service delivery.

Participation Outputs – Specifies who and how many will participate in each service. *Example: 200 parents will leave event with information about parenting classes and other community resources.*

Quality Outputs – Specifies the level of quality associated with each service and tells you how well you are doing with respect your service delivery. *Aspects of quality that can be the focus of attention for any given activity can include: general satisfaction; ease of use; appeal; accessibility; cultural competence; staff availability; and staff expertise, etc. These can be measured through satisfaction surveys; focus groups; self-assessments; or external reviewer assessments.*

Outcomes – The expected changes and benefits for your target population that will result from each service. Most likely your proposal will focus on immediate and intermediate outcomes as defined below.

Immediate Outcomes - the expected change in the awareness, skills or knowledge of the target population

Intermediate Outcomes - expected change practice, behavior, or application of knowledge

Example: 80% (of the 25 parents) will improve their parenting skills. Outcomes can be measured through participant surveys, staff surveys, focus groups, and pre/post tests.

Measure (sometimes also referred to as Performance Measure) - a quantifiable method for tracking and gauging your performance. *Example Participation Measure: number of participants completing the 6 week course.*

Target - the desired condition or optimal level of performance for each measure (i.e. what was planned)

Data Source – tools, instruments, forms, and data collection approaches that will generate the information you need to complete your performance measurement. *Examples: service/case logs, attendance/sign-in sheets, meeting minutes & agendas, focus groups, questionnaires/surveys, self-assessments, pre- and post-tests, environmental rating scales and other program observations.*

Example Page

Long-term Goals – Has been filled in by Joint FRC Funders.

Services
What You Do, When & How Often
Directions: Describe the services (major project deliverables) you will carry out that will lead directly to your desired outcomes. Include in the title the quarter(s) in which the service will take place.

Example Service 1.
 Implement 3 parenting class series that will each run for 10 weeks with 2 hour weekly sessions.

Output #1 – Participation
Who & How Many You Serve
Directions: For each service describe the participation levels you expect, including who (children, fathers, mothers, providers) and how many you anticipate serving.

 In the second box below, separate the participation output you have written into its component parts to highlight the output measure, target, and source of data.

Participation Output 1. 25 parents will complete all class sessions of parenting course

Measure: # parents completing course
Target: 25
Data Source: Sign-in Sheets

Output #2 – Quality
How Well You Serve Them
Directions: *Has been filled in by Joint FRC Funders - see below.*

Quality Output 1. Annual completion of SF Family Support Network(SFFSN) Minimum Quality Self-Assessment; 70% of participants agree with survey questions on quality(for parents use SFFSN Participant Program Assessment Survey)

Measure: # of times Self-Assessment completed; % of participants agreeing
Target: Annually; 70% of participants
Data Source: SFFSN Minimum Quality Self-Assessment; SFFSN Participant Program Assessment Survey

Outcomes
What Will Change
Directions: Please describe the outcomes that you anticipate will result from the services and outputs you have identified.

 In the second box below, separate the outcome you have written into its component parts to highlight the outcome measure, target, and source of data.

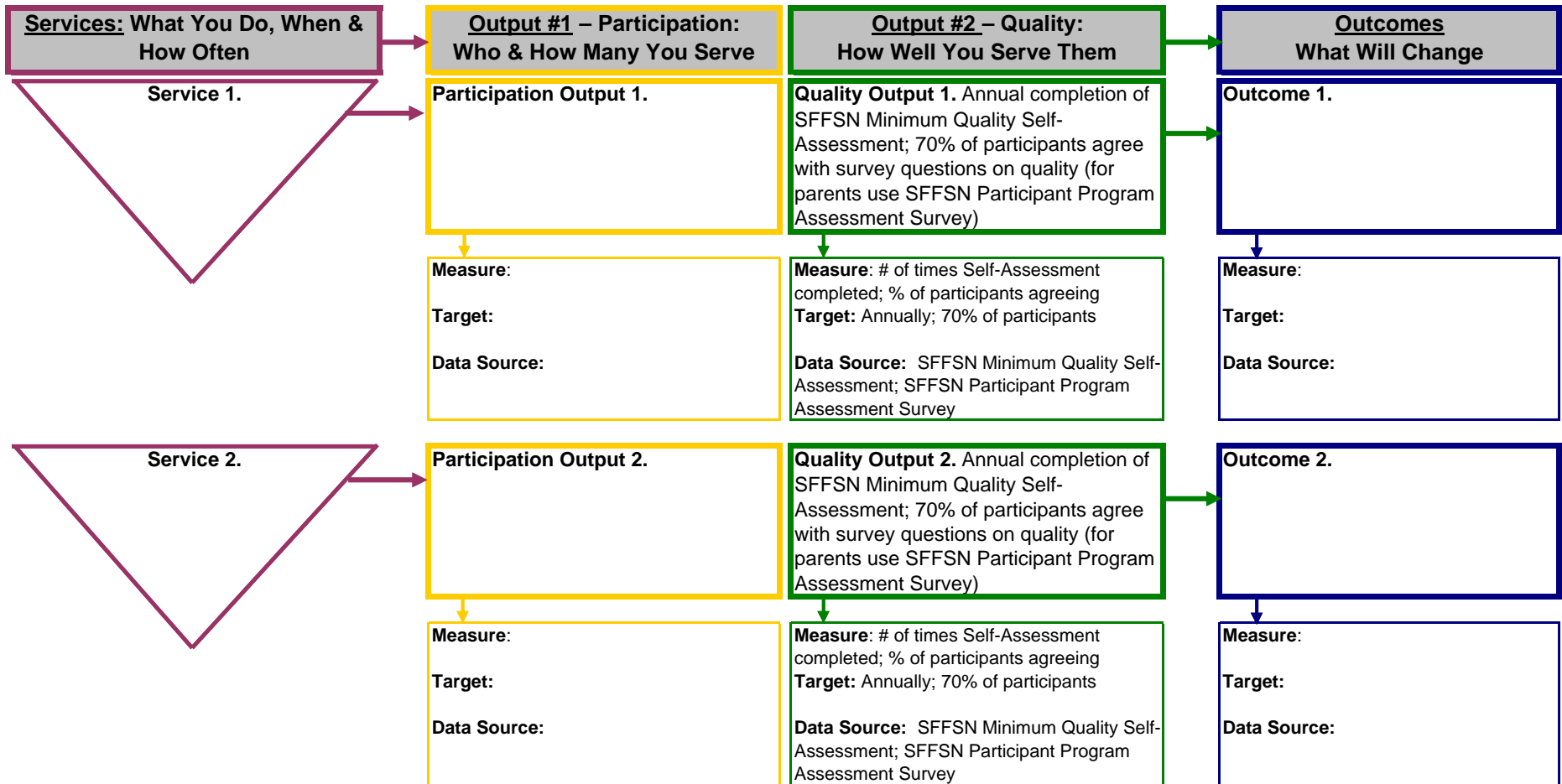
Outcome 1. 80% of parents will increase their knowledge of child development and parenting skills

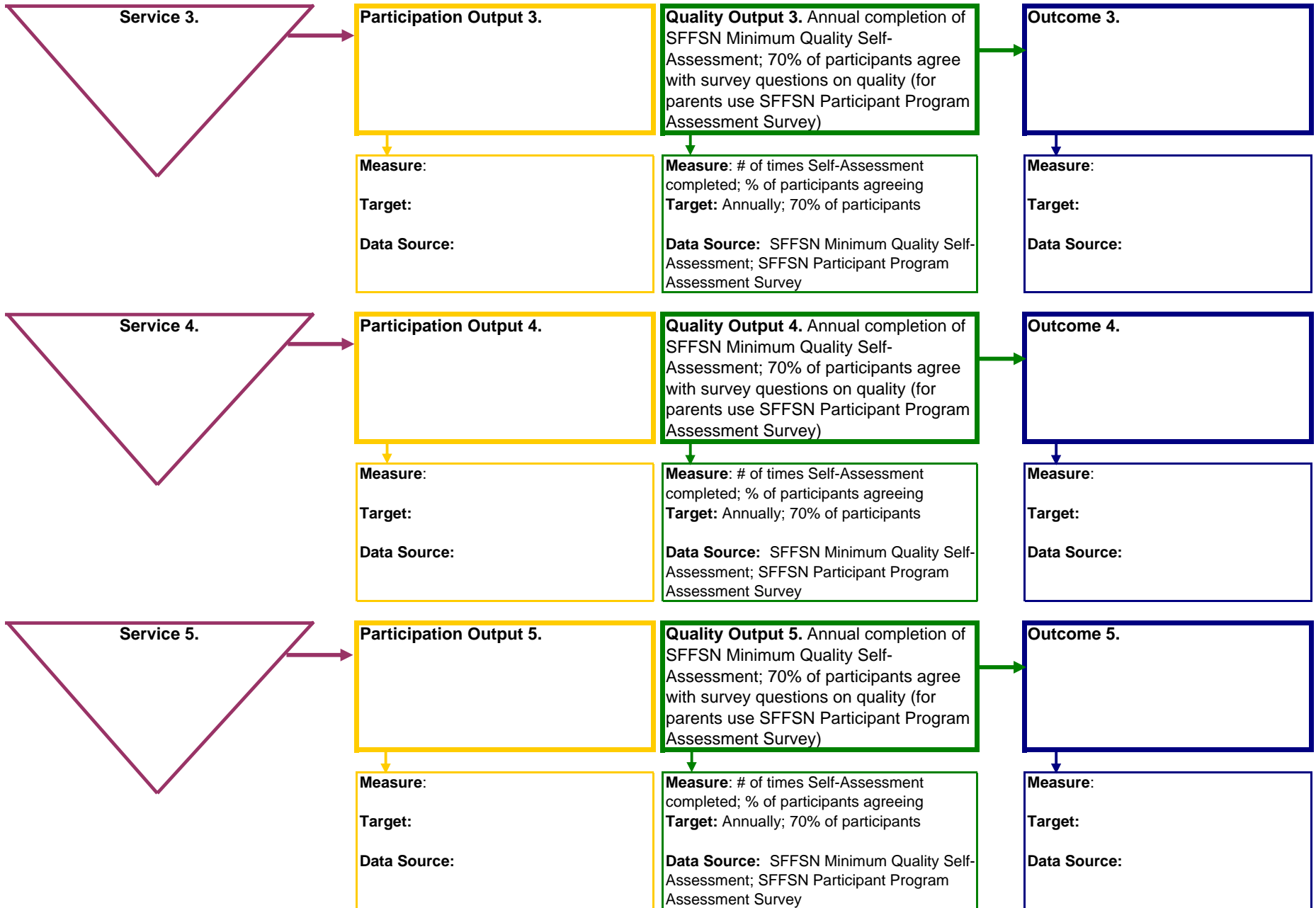
Measure: % of parents increasing knowledge and skills
Target: 80%
Data Source: Pre and Post Skill Surveys

POPULATION-FOCUSED FORM C: LOGIC MODEL AND EVALUATION PLAN

Name of Agency:

Long-term Goals: 1) Children and Youth are nurtured, safe, and supported for school success 2) Parents have the knowledge, skills, strategies, and support to parent effectively 3) Families build their own capacity to improve family functioning 4) Families receive adequate services to meet their needs 5) Communities are family-focused & responsive





Form D: Budget

Budget Request Form for Full Year Operating Budget

Total budget for funds requested from 2009 FRC Initiative NOFA

A. Program Expenses

Personnel	Annual Salary or Hrly rate	FTE (%)	Salary Request Amount Only	Match Funding Amount from other sources	List additional funding sources for this position as they relate to the staff persons FRC-related work
<i>ex Case Manager</i>	\$45,000	30%	\$13,500	\$9,000	<i>.20 FTE Cowell Foundation</i>
a.					
b.					
c.					
d.					
e.					
f.					
Personnel Salaries			\$0.00	\$0.00	
List Benefits Type & Costs	Benefit % Rate	Total Benefits Requested			
Total Benefits			\$0.00	\$0.00	
Subtotal Personnel Expenses (Salaries + Benefits)			\$0.00	\$0.00	

B. Operating Expenses

Description	Amount Requested	Match Funding
Professionals/Consultants		

FORM D: BUDGET – INSTRUCTION SHEET

Please provide the amount being requested from the Joint FRC Funders in the amount requested column, as well as anticipated match funding from other sources in the corresponding column.

This contract will be cost-reimbursable, meaning it is based on actual expenditures. Grantees are required to maintain documentation of all program expenses billed to the activities funded through this NOFA, and you will be asked to produce receipts, cancelled checks and supporting documents during the fiscal site visit.

- A. Personnel:** List the position titles, percentage full-time equivalent (FTE, e.g., 100 for 1FTE, 50% for .5FTE) for the entire program personnel, and/or the hourly pay rate for all staff members. All funded programs should be in compliance with San Francisco's Minimum Compensation Ordinance. The text of the Minimum Compensation Ordinance can be found online at <http://www.sfgov.org/oca/lwlh.htm>.

- B. Fringe Benefits/Taxes:** List the fringe benefit/tax rate for each staff position, as well as the calculated amount based on each salary

- C. Professionals/Consultants:** This category should include payments made to individuals who provide special services in order to help you operate your program, but who are not employees, such as consultants, trainers or evaluators.

- D. Subcontractors:** This refers to subcontractor agencies who provide services to help enhance your program. Subcontractors are usually other nonprofit, community-based organizations. The total listed here should only reflect the subcontractor's program expenses; the subcontractor's administrative expenses should be listed on a separate line in the Administrative Expenses portion of the budget spreadsheet.

- E. Program Materials and Supplies:** List all materials and supplies used by your program. This includes paper and pencils, books, and other program-related supplies. This category should also include reproduction costs for program materials.

- F. Other Program Expenses:** This category is for items that do not fit into any of the above categories. For example, costs for criminal screening and fingerprinting can be shown here. Other examples include parent stipends, family events, mileage, MUNI fast passes, and food for participants. Please break out your program's other expenses, and do not include a line item titled "Other Program Expenses" with a lump sum amount.

- G. Administrative or Indirect Costs:** The total administrative and indirect costs may not exceed 15% of the total grant budget.

Indirect Costs

Allowed prorated indirect costs include audit, insurance, bookkeepers, accounting services, payroll, the executive director's salary and other administrative support salaries. In addition, this category includes the prorated cost of administrative postage, rent, equipment lease, utilities, pagers, phone bills, cellular phone bills, janitorial services, insurance, Internet lines, etc.

Administrative Costs

List the position titles, percentage full-time equivalent (FTE, e.g., 100 for 1FTE, 50% for .5FTE) for administrative personnel charged to this grant, and/or the hourly pay rate for all staff members. All funded programs should be in compliance with San Francisco's Minimum Compensation Ordinance. The text of the Minimum Compensation Ordinance can be found online at <http://www.sfgov.org/oca/lwlh.htm>. Also list any other administrative non-personnel items.

<p style="text-align: center;">BUDGET/LEVERAGED RESOURCES NARRATIVE INSTRUCTION SHEET: POPULATION FOCUS FRC</p>
--

Budget Narrative and Leveraged Resources (2 page limit-single spaced)

1. **The Budget Narrative** is a written justification of the proposed budget, which provides explanatory information and rationale to support the proposed amount allocated for each budget line item. Please provide a written budget narrative that explains the budget items included on Budget Form D.
2. **Leveraging Resources**
 - A. Describe the agency's plans to leverage additional resources and funding to enhance program delivery. Complete Leveraged Funding Form E Sections 1 and 2.
 - B. Briefly describe the items listed on Leveraged Funding Form E Section 2.
 - C. Please list other agency programs that will leverage the services proposed to be funded by this grant and other financial resources supporting the proposed services.
 - D. Describe any other specific fundraising plans the agency has to further support and enhance the proposed activities.

Form E: Leveraged Funding Form

Leveraged Funding Fiscal Year(FY) 2009

SECTION 1: Overview of Applicant Funding Context

Total Dollar Amounts

	Total Lead Agency Annual Budget Amount FY2009 (including funding request amount)
	Total FRC Budget Amount FY 2009 (including funding request amount)
	Total Requested Funding Amount from this NOFA

SECTION 2: Leveraged funding for Family Resource Center Programs and Operations FY 2009

	Name of Funding Source/Department	Category/Name of Grant	FY 2009 total funding award	Grant Dates	Brief Description of services funded
<i>example</i>	<i>T.J Maxx Fund</i>	<i>Family Support Initiatives</i>	<i>\$ 100,000</i>	<i>7/1/09 - 6/30/10</i>	<i>2.0 Case Manager positions to conduct home visits and provide outreach to hard to reach families</i>
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
		TOTAL	\$ -		

Please use whole numbers. Do not include amounts for cents; round to the nearest dollar.

PART IV: APPENDICES

A. Definitions of FRC Services

Parenting Education and Support

Curriculum-Based Parenting Series

Curriculum-based parenting series provide a minimum of 6 sequential learning sessions for a core group of attending parents and caregivers. Minimum participation standards are set for families that are considered graduated from the curriculum. Provision of evidence-based and/or parenting curriculum based upon promising practices will be required at funded FRCs. Other culturally appropriate curricula may also be selected in order to tailor program offerings to address the specific needs of the FRC's families.

Evidence-Based Parent Education Curriculum

Evidence-based parent curriculum is structured research based educational sessions. Evidence-based programs frequently require staff to attend training and for implementation of the curriculum to be monitored by the curriculum vendor. Some examples include Triple P, Incredible Years and Effective Black Parenting.

Parent/Peer Support Groups

An on-going structured group that provides parents and caregivers the opportunity to support each other and to share information/advice or problem-solving strategies relating to parenting experiences. Groups may be open – allowing new participants to join at anytime – or closed – allowing new participants to join at specific points in time in order to create a cohesive group experience.

Access to Resources and Opportunities

Basic Information and Referral

In response to a request for assistance usually via phone or drop-in visit, families are connected to services they need. This includes services offered internally by the FRC or externally by another organization/service provider. Family Resource Centers make intentional efforts to ensure that families are ***connected to all available public benefits and city funded programs*** for which they may be eligible i.e. child care, after school programming, etc. Families are referred to ***mental health services and counseling*** as needed. Additionally, families are encouraged to access all available ***Economic Self Sufficiency supports*** and strategies to help provide financially for their family.

Workshops and Classes

Structured stand-alone or series of sessions provide information on a variety of topics that promote parental and life competencies. Workshop topics may include, but are not limited to: anger management, health and wellness, dealing with a child's emotional, physical, social development and/or learning disabilities. On-going classes may consist of instructional sessions designed to enhance a participant's skill in a particular area, often including a focus on life skills and/or stress management techniques.

Family Economic Self-Sufficiency (FES) Programming

FES programs often provide assistance to parents in the areas of job readiness, job search, household budgeting, and/or financial management skills. Services may include workshops on pre-employment counseling and skills training, job preparedness and job placement assistance, as well as budgeting, financial planning and available fiscal resources.

Basic Needs Assistance

Families are provided with goods and concrete household items to meet their basic living needs. Many family resource centers operate distribution of the needed items on-site, while others provide referrals to nearby locations. Examples include: Food, Clothing, diapers, furniture.

Direct Services to Promote School Readiness and School Success

Parent and Child Interactive Groups

Parent/caregivers can be supported to engage with their children in developmentally supportive and appropriate activities through parent and child interactive groups. Activities should be designed to encourage parent-child bonding, early literacy development, school readiness and community building. The parent and child interactive groups should maximize opportunities for parents to receive both parenting information and emotional support. Parent child interactive groups can be closely linked with parent education activities to encourage practice of developmentally appropriate parent child activities. Agencies with limited experience with these kinds of activities may wish to consider consultation or partnership relationships with organizations with expertise in this area such as Jumpstart, KQED, Raising a Reader, San Francisco Public Library and Early Childhood Associates.

Early Literacy Opportunities

Early Literacy Activities build pre-literacy skills – print motivation, vocabulary, phonological awareness, letter knowledge, print awareness and narrative skills. The activities can be to build parents' capacity to support their children's pre-literacy skills, parent and child activities or direct child services.

Drop In Child Development Activities

Developmentally age-appropriate activity sessions for children, which may be organized for children only and/or as parent/child workshops. Activities are designed to support physical, social/emotional and cognitive development and early literacy. Programming is designed to meet the needs of infant/toddlers and preschool aged children, which may suggest separate programming for each age group.

Linkages for School Aged Children/Teens

FRCs should also provide support for families of school age children and teens to support student engagement in school. FRCs accomplish this by developing linkages with schools, providing information to parents regarding the public school system, and sharing resources with families, particularly for key transitions to kindergarten, middle school, high school, and higher education. Advocacy and assistance in navigating critical school issues such as school placement, attendance and access to academic interventions are also to be provided.

Community Building

Family Events

Fun, recreational, educational events and outings that provide an opportunity for family members to spend time together and/or community residents to get to know one another and build trusting relationships and support systems.

Parent Leadership / Volunteer Opportunities

Funded agencies will have a formalized and ongoing process to collect parent input on the design and implementation of the funded activities. Parents should receive support to assist their contribution to the planning of the activities designed to meet their needs. This may include providing families tools to assist them in their advocacy on their own behalf.

Additionally, parents may also provide other volunteer services to support the functioning of the family resource center.

Neighborhood Connections and Collaborations

Family Resource Centers often emerge as organizational leaders in the community, and form collaborative partnerships with multiple agencies in order to leverage services and coordinate programming for families and children. Neighborhood collaborations and connections are often formed and hosted at the family resource center to address neighborhood issues, share resources, and encourage communication among the provider organizations.

Outreach

Outreach involves proactive efforts to invite and encourage families to access Family Resource Center offerings. This may include strategies such as: written invitations, phone calls, door to door invites, peer referrals, and other direct communication efforts. The resources created through this initiative are intended to involve an ever growing number of families in child and family supportive activities. To support this growth, the funded agencies will develop strategies and activities to identify new participants for funded family support activities on an ongoing basis. Strategies should include means of targeting families who may be isolated and without knowledge of available services or the value of child development activities.

Coordinated Support and Services

Family Advocacy

Family Advocacy includes providing staff support to remove institutional and other barriers preventing families from linking to and accessing available services and resources. FRC services may include providing information, making phone calls, and/or accompanying a family member to medical, legal or other essential appointments.

Case Management

Formal intake, needs assessment, and facilitated planning process to assist families in developing a plan of action to address concerns impacting child development and/or family functioning. Presenting issues to be addressed may include: child safety, family functioning/relationships, parenting, health, mental health, substance abuse, socio-economics, child school success, and/or well-being. Service intervention includes intake, written assessment, case notes, individual contact and referral log, service plan as well as consistent monitoring to review progress towards service plan identified goals and desired outcomes.

(Please note: Case management for families currently involved in Human Services Child Welfare System will only be for the purpose of preparing for after care services and will not overlap with an open Child Welfare case for longer than 3 months unless agreed upon for a specific purpose by all parties.)

Linkages to Child Welfare Services

Agencies working in partnership by communicating and connecting with child welfare department staff to (1) support families in crisis by connecting them with available community resources, (2) serving as a family advocate and resource in child welfare family conferencing and (3) providing space, supervision and support for families whose children have been removed from the home, depending upon the specific child welfare needs of the community. Referrals from the Child Welfare Department generally inform the type and volume of services needed.

Differential Response

Provision of Differential Response Services requires referrals from SF Family & Children's Services. Differential Response includes contacting and/or visiting families with children who have been assessed by the CPS hotline as not needing a child welfare intervention but identified as needing early intervention services.

Definitions:

- Path 1 Referrals to CPS that do not rise to the standard of an investigation but where families are still at risk for abuse and/or neglect.
- Path 2 Referrals to CPS assigned to an Emergency Response Worker for a 10-day response and appropriate for a joint visit with Contractor and HSA staff.

Applicants will provide appropriate staff liaison(s) who will attempt to connect with families within 10 days of referral and provide a status report. If requested by the parent, staff liaison will provide additional support and linkages.

Team Decision Making Services (TDM)

Requires referrals from SF Family & Children's Services. For FCS families who have been either separated or at-risk of being separated from their children for child abuse and neglect, this service is designed to provide support for birth parents by assisting parent(s) in understanding the departmental process, the department's concerns related to safety and risk and/or in voicing questions and concerns during the meeting. Other support may include sharing awareness of available resources and services in the parents' community and access to community based Enhanced Visitation. Successful respondent will provide:

1. Space to host TDM meetings
2. Staff representative to participate in TDM meeting as a resource to the family
3. Linkage to services both offered by the FRC or externally by another provider, if requested by parent. Follow-up occurs within 30 days to ensure services were received and met parent's needs. If requested by parent, post initial referral and linkage to service, ongoing support and monitoring not to exceed three (3) months will be provided for families involved in FCS. For families who will not be separated from their children, case management and/or other services and resources may be offered.
4. Case management, including crisis intervention as needed

Supervised (Enhanced) Visitation

Requires referrals from SF Family & Children's Services. Intended for Child Welfare involved families who are seeking reunification (time-limited and court ordered), this service is designed to expand the availability of neighborhood-based locations where family visits can occur. Visitation services can be offered for extended durations and flexible visiting hours including evenings and weekends. Successful respondent will provide:

1. On-site space for child visitation, including extended hours and/or weekend hours
2. Staffing for supervision and observation of each visit and provide a written report of each visit to the Child Welfare Worker who referred the family
3. A qualified individual to provide one-on-one interventions and support as needed for participating families

Counseling

Supportive individual and/or group therapy sessions

Maternal Depression Screenings

Appropriate staff will be trained to administer maternal depression assessments, and link with corresponding mental health services referrals for mothers identified in need.

Developmental Screenings for Young Children

Appropriate staff will utilize developmental screening tools – such as Ages and Stages and Ages and Stages Social/Emotional - and are expected to recruit and periodically screen children for identification of potential developmental delays. FRCs will then link children identified with delays to available services.

Home Visits

Staff members conduct scheduled visits to the home of targeted families to provide in-home parenting consultation and assistance.

Respite Care

A child care space where parents can leave their children to receive care while they are handling personal issues, or simply for time away from their children during periods of stress or other personal turmoil.

B. Family Support Principles

The Principles of Family Support Practice of Family Support America

1. Staff and families work together in relationships based on equality and respect.
2. Staff enhances families' capacity to support the growth and development of all family members – adults, youth, and children.
3. Families are resources to their own members, to other families, to programs, and to communities.
4. Programs affirm and strengthen families' cultural, racial, and linguistic identities and enhance their ability to function in a multicultural society.
5. Programs are embedded in their communities and contribute to the community building process.
6. Programs advocate with families for services and systems that are fair, responsive and accountable to the families served.
7. Practitioners work with families to mobilize formal and informal resources to support family development.
8. Programs are flexible and continually responsive to emerging family and community issues.
9. Principles of family support are modeled in all program activities, including planning, governance, and administration.

C. Service Tier Continuum Framework

Basic FRC Required Service Clusters and Activities:

Parenting Education and Support

- Curriculum Based Parenting Series
- Parent/Peer Support groups

Access to Resources and Opportunities

- Information and Referral

Direct Services To Promote School Readiness and School Success

- Parent/Child Interactive Activities
- Linkages for School-Aged Children/Teens

Community Building

- Outreach
- Neighborhood Collaboration

Comprehensive FRC Required Service Clusters and Activities:

Parenting Education and Support

- Curriculum Based Parenting Series
- Parent/Peer Support groups

Access to Resources and Opportunities

- Information and Referral
- Basic Needs Assistance

Direct Services To Promote School Readiness and School Success

- Parent/Child Interactive Activities
- Linkages for School-Aged Children/Teens

Community Building

- Outreach
- Neighborhood Collaboration

Coordinated Support Services

- Case Management
- Linkages with Child Welfare Services (CWS) depending upon the neighborhood needs
 - Differential Response
 - Team Decision Making
 - Supervised Visitation (as needed)

*Note: Comprehensive and Intensive levels include similar lists of activities. The intensity and volume of services provided will be greater at an Intensive FRC

Intensive FRC Required Service Clusters and Activities:

Parenting Education and Support

- Curriculum-Based Parenting Series
- Parent/Peer Support groups

Access to Resources and Opportunities

- Information and Referral
- Basic needs Assistance

Direct Services to Promote School Readiness and Student Success

- Parent/Child Interactive Activities
- Linkages for School-Aged Children/Teens

Community Building

- Outreach
- Neighborhood Collaboration

Coordinated Support Services

- Case Management
- Linkages with Child Welfare Services (CWS)

Coordinated connection with CWS including provision of the following services:

- Differential Response
- Team Decision-Making
- Supervised Visitation Services

Each proposal should describe an integrated system of care for families. Each FRC is strongly encouraged to provide additional services beyond required services listed above. All funded agencies are expected to participate in evaluation and capacity building activities.