

Notice of Funding Availability (NOFA)

Applicant Meeting – Q&A

April 7, 2009

1. Logic Model: Can we just do a simple table that does this without trying to fit it in the pre-formatted spreadsheet you provided? We assume you are not testing us our formatting skills.

Answer: This is not a test on formatting skills. Yes, you are required to use the form provided. Since First 5 San Francisco is the lead department, it will make it easier for the First 5 Commissioners to review. Just download the Excel forms and fill in the boxes.

Clarification: Remember to download the Excel forms that have been provided along with the NOFA. This Excel version of the Logic Model is simpler to work with for those of you that may have filled this type of form out for First 5 San Francisco in the past. If the first triangle is difficult to work with, don't worry about keeping the colored lines just as long as the box/cell is filled in.

2. Logic Model: Are we limited to five services? Can there be fewer or more services?

Answer: Yes, there can be fewer or more. There are blank boxes to make it easier but you don't need to use all of them. You can also add more if needed.

3. Logic Model: The Quality Output fields for Population-based FRC are already filled in – are these examples or do you want us to use these outputs instead of our own?

Answer: We will get back to you on this question. However, for evaluation of quality we would like to base it off of the Family Support Principles and use the tools that the Family Support Network has provided which is why the examples are in the Logic Model. You should be prepared to use these tools. However, we may be open to other measures. We also recognize that using the Family Support Network self-assessment will require training and certification.

Clarification: After further discussion among the Joint Funders, the response to this question is as follows: Population-Focused applicants may propose and use other measures of quality, substituting these in the Logic Model for the measures that were already provided. However, applicants should be aware that the San Francisco Family Support Network Standards Self-Assessment and Participant Satisfaction Survey will be an important component of the overall evaluation plan for Family Support Alignment and funded agencies should expect to incorporate these tools in some capacity during the life of the grant. A revised Family Support Standards and the Minimum and High Quality Program Self Evaluation tools was posted to the DCYF website which can be found at http://www.dcyf.org/Content.aspx?id=1436&ekmense1=14_submenu_18_link_2

4. Service Tier Questions:

- a. Must our request Joint FRC funds be allocated to each service we provide, or may we request funding for selected services, with the remaining services leveraged through other funding sources?
- b. In the case that an agency may request funding for selected services with the remaining services leveraged through other funding sources, do you want us to respond to the questions in the narrative and the Logic Model equally for all services, or just for the services that the Joint FRC Funders will fund, with a brief explanation of the services that complement the basic services?
- c. There is a list of proposed list of minimum services for the population-based FRCs (page 60 of NOFA). An agency may already be providing these services and have funding from other sources to cover them and may not want to include a funding request for these other services in this application. However, the agency wants it to be known that these other services are being offered. But the agency doesn't want to ask for money for these services or waste the seven pages, double-spaced, 12pt font, and 1-inch margins in the application describing them. To what extent does the agency need to describe services that meet the criteria showing that the agency is meeting the minimal requirements?

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- d. For those services not part of the funding request but will help the agency meet the criteria, does the Logic Model need to be filled out?

Answer: In general, for both Neighborhood-based and Population-Focused, please refer to the page sections that were pointed out for essential services, service clusters and activities.

Clarification: These are the services that Joint Funders would like provided whether through requested funding or leveraged funding. Moreover, the essential services should always be depicted in your Form C regardless of whether they are provided through requested funds or leveraged funds (for Neighborhood-Based Applications this will be Form C: Service Outputs and Targets and for Population-Focused this will be Form C: Logic Model and Evaluation Plan).

If you are already providing the essential services through other funding sources and are requesting Joint FRC Funds for additional services, there are a few places to note this. There is a section in the Agency Background where you are asked to describe the services that you can leverage or that your agency provides. There is space where you propose your services where you will need to communicate to readers that you are fulfilling the model and there are the budget forms where you will be noting leveraged funding. A good example would be to show in your budget form the portion of the total program staff covered by the NOFA and the portion that will be covered by other sources. With respect to Form C in this scenario, all services and activities for which you are requesting Joint FRC funds, should be included and described in Form C, whether or not labeled as essential services in the NOFA.

If there are other services you wish to provide in addition to the essential services and your plan is to provide them with leveraged funding, applicants are welcome to include them in their Form C if they feel these activities are core to the proposed service model.

Finally, please note that although Form C does not explicitly ask you to distinguish between those activities/services provided with leveraged funds vs. those that are proposed to be provided with Joint FRC funds, it would be helpful to the readers if you identified within Form C those activities/services provided through leveraged funding. For Neighborhood-based applicants this could be in Form C, column B as part of your activity description and for Population-Focused this could be in Form C, under the service description of your Logic Model.

5. (Clarification of Question #4d) Is there a limit to the number of pages for the Logic Model?

Answer: There is no page limit for the Logic Model. There is also no page limit for the Neighborhood-based Form C.

6. Theresa from First 5 brought up a thought provoker. The Potrero Hill FRC is in a quandary in that we service Differential Response and Enhanced Visitation services simultaneously. What and when will be the process in which DHS provides that insight?

Answer: If you are already providing both of those services under your model, then we want you to continue to provide those services. There will be a DHS program staff who can work with you on the Differential Response (the Enhanced Visitation is by referral). Also, please refer to the narrative questions of the NOFA which asks clearly what the applicant should describe with respect to those services. For the forms, you are not asked to provide numerical targets.

7. Will you accept support letters?

Answer: You do not need to provide letters of support. If you have letters of commitment from main partners in the NOFA who are receiving funds through this initiative, it would be acceptable and requested. Do not provide letters from other city departments.

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8. Do the attached forms have to have 12pt font and be double spaced?

Answer: Not for resumes, position descriptions, letters of commitment and/or the NOFA Excel forms.

9. How and where do applicants reference the family support standards and demonstrate their experience and competency with them?

Answer: There is a question in the Agency Background section where you are asked to describe your agency's utilization of family centered and driven services and family support principles. This would be the ideal place to write this information.

10. What will happen if applications exceed the page limit?

Answer: If page limits are exceeded, the additional information will be redacted from the application. Extra pages will not be given to the readers, so be concise. Be mindful that the readers will be reading more than one application. If the font size is too small, the reader may read it too quickly and not carefully. Please make applications legible.

11. Why is the youth served capped at age 18 instead of age 24 as DCYF is now serving transitional aged youth?

Answer: DCYF does fund up to age 24, but those funds are from the City's General Fund and not the Children's Fund.

Clarification: HSA also serves foster care youth up to age 24.

12. If the lead agency has a fiscal agency (statewide) then which do you want the global budget for?

Answer: Because your state budget is rather large, the lead, neighborhood-based budget would be preferred. Please explain it in the narrative that you use a fiscal agent.

Clarification: Please also explain how your overhead and shared expenses from the parent agency are reflected in this budget.

13. Global Budget Clarification: If we're on a 7/1 – 6/30 fiscal year, do you want the global agency budget to be for 7/1/08 – 6/30/09 or 7/1/09 – 6/30/10?

Answer: If you have a 2009-10 budget ready, please use it and mention it in the narrative so that readers will know. A 2008-09 budget is acceptable.

14. Should we put rent expenses into Administrative/Indirect Expense or Other Program Expenses?

Answer: DCYF has always seen rent as both. If you have program space that is used for programming then it is a Program Expense. If administrative staff also uses that space then it can be under Administrative Expense. Please justify this in your application.

Clarification: This should also be reflected in your agency's cost allocation plan.

15. Rent is part of Administrative as opposed to "Operating." For those of us who need spaces for training, etc., it will be very challenging.

Answer: If the space is used for programming, then it is a Program Expense.

16. Can leverage funding be also in-kind funding?

Answer: Not on the form. Discuss in-kind in your narrative.

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17. Matching Funds (Personnel): If employees are working only part-time, is match funding the place where you include your FTE portion for that position? Is that what you want?

Answer: Yes. Just note that matching funds are paying for a position or a portion of that position and not the funds from the NOFA.

18. Pages 50-51: Administrative/Indirect costs. Where do we charge overhead costs associated with direct services, for example, rent associated with program staff.

Answer: See answer to Question #14 and #15.

19. Pages 50-51: May we include in the budget matching funds that are pending or projected, but not yet confirmed? If yes, how would you like us to distinguish the status of the different matching fund sources?

Answer: Yes. You can use the narrative section to describe pending matching funds. You can also include it in the form if there is space; just note it as “pending” or estimated.

20. Page 53 Leveraging Resources: Please explain the difference between Question A and Question C.

Answer: Question A has to do with the agency’s plan to leverage additional resources (information intended for the form). Question C has to do with how you are leveraging your agency’s program with another agency’s program. For example, it could be collaboration with other agencies that you are using as leveraging for this program. It could be referral agreements you have to use with other agencies.

21. Only Population-focused FRCs use Form C, not Neighborhood-based?

Answer: The Form C Logic Model and Evaluation Plan is only for the Population-focused applicants. The Neighborhood-based applicants choose one of the Service Outputs and Targets Tier Forms: Basic, Comprehensive or Intensive.

22. Given child welfare will determine numbers. How would you suggest we present targets for TDM, DR, Enhanced Visitation to reflect staff and funding?

Answer: We will get back to you on this question. Take what your experiences have been now on an average and just put average targets as you know them now. Case loads and intensity of services vary.

Clarification: The DHS expectation is that each Neighborhood-based FRC Intensive plus Comprehensive to some degree should manage on average 110 families at any given time for visitation services. Our 2007 data indicates that total TDMs citywide are approximately 1,000 per year. In 2007 the Department had 1,070 substantiated cases of child abuse. This is probably a good indicator of the number of DRs that could be anticipated citywide on an annual basis.

23. (Clarification on Question #22) If you are designating a staff person for that position, is there an expected average of what they would serve in a year?

Answer: We will get back to you on this question. This information is not needed in the form. Please describe this in the narrative.

Clarification: See answer to Question #22.

24. With regard to the Comprehensive and Intensive grids, will there be a hard cap or is there programmatic wiggle room?

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Answer: Yes, there is some programmatic “wiggle” room. You can have a Comprehensive application and propose some other services that are above this tier depending upon the volume and nature of those services. Please be clear on what you are proposing.

25. My agency’s programming exceeds the “Basic” service-level tier, however does not meet all of the “Comprehensive” requirements. Which level should we check off on the application cover page?

Answer: If you are in a Comprehensive level neighborhood, your application allocation is limited to \$500,000 for those neighborhoods. For Intensive, it is limited to \$700,000. For Basic, it is limited to \$300,000. Regardless of the services that you propose to provide, you will need to propose to provide at least the essential services.

26. Can a Tier 2 program apply for Intensive Funding up to \$700,000?

Answer: See answer to Question #25.

27. If my organization will propose services that are more than Basic but less than the next level (i.e. case management, basic needs), should I use Basic level forms and list additional services under “Other” or use the Comprehensive form? Regarding the funding cap, if I propose more than Basic services (but less than Comprehensive), can my request exceed the Basic level cap?

Answer: See answer to Question #25 and #28.

28. (Follow up to Question #25-27) So if our services fall in between two of the tiers, which tier should we pick? Should we pick the lower tier and then just add information on supplemental services?

Answer: If you are in between, you should pick the higher tier service listing and propose a lower budget amount. This should be clearer than proposing to go over the lower bracket. Also, see answer to Question #25 for budget guidelines.

29. If we don’t know the number of “coordinated support services” cases, will we be responsible to do it? How do we cost out the personnel FTE for these services?

Answer: See answer to Question #22.

Clarification: Your agency response should be guided by the information requested in the Program Narrative Instructions for Neighborhood-based (Section III Proposed Services and Programs – Question 8 – for the Linkages with Child Welfare Services Cluster).

30. Can Neighborhood FRC partner with outside of the neighborhood FRCs to cover a portion of the services for that neighborhood (due to lack of language capacity or expertise)?

Answer: Yes. You can have MOUs or informal agreements. You are encouraged to work with other agencies to provide the services and competencies described in the Scope of Work, including the request to serve current and changing cultural/linguistic neighborhood needs.

31. Neighborhood FRCs: Can it serve outside of the neighborhood clients if those clients come to its door and prefer to be served there?

Answer: Yes. The key emphasis of the Neighborhood-based model is to make sure that the families that do reside in that neighborhood have those basic levels of services needed by the neighborhood. It doesn’t mean that families residing outside of that neighborhood cannot be served.

32. Can an agency located a few blocks outside a specific neighborhood apply for Neighborhood FRC funding?

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Answer: Yes. Put your application together explaining how the families in that neighborhood will be served.

33. Do factors such as proximately to public transportation count (for Neighborhood-based)?

Answer: Cannot answer that question. However, you can put the best application together and include whatever information you think will help strengthen your ability to serve families.

34. Can an agency serving a citywide population apply for neighborhood FRC funding for the portion of its clients from the designated neighborhoods?

Answer: Yes, if you are serving a specific area of the neighborhood and you are based in that neighborhood. If you are serving a specific population citywide, such as children with special needs or LGBTQ families, then it may not be to your benefit to try to designate the neighborhood of those you serve if you are not based in that neighborhood.

Clarification: Your application will be judged against the requirements for Neighborhood-based FRCs.

35. For the Neighborhood-based funding, will you release a list of currently funded agencies?

Answer: We do not currently fund in that way, but we can release a list of who the departments fund in general.

36. Will you release a list of the agencies submitting letters of intent?

Answer: A list can be released if you so wish it.

37. Can a Neighborhood-based FRC provide services at more than one physical location in that same neighborhood?

Answer: Yes. Some FRCs and agencies have more than one place in specific neighborhoods; just include how you will do that in your application. It will be worked out during negotiations with the Joint Funders.

38. You asked for the name of the program in the footer, would that be "Family Resource Center Initiative", "Population-Based Resource Center", or something else?

Answer: This request is to help us identify your application. Some will include the name of their agency or program. It would be helpful to include it in the footer with the page number.

39. On Page 43 in the Narrative Section, do you want us to repeat the question in the body of the document? If so, can we simply put a condensed version that is numbered or lettered appropriately and fits on one line?

Answer: We are not requiring you to repeat the questions, but it would be helpful if you repeat the bolded sections – whatever you think will make your application the easiest to understand and most readable.

40. On Page 43-44, is there a typo in the page limit for the Proposed Services and Programs section of the narrative? Given the extensive list of questions within this section and the level of detail you are requesting for each service we provide is not possible to do in 7 doubled spaced pages.

Answer: The page limitation is something that we can reconsider and readjust.

Clarification: See the Addendum to the NOFA.

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41. On Page 44, Question 2, you have a typo: “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.”

Answer: The question should read “Describe how the individual services will contribute towards an integrated system of services for families to experience. Describe your expectations of how participants/families will utilize the provided services.”

42. What is the precise difference between a Comprehensive and an Intensive Neighborhood-based FRC considering that the NOFA differentiates them only by the phrases “as needed” and “depending upon neighborhood needs”?

Answer: The difference is that the funding for a Comprehensive is capped at \$500,000 and the volume of the child welfare linked services provided is expected to be less than that provided by Intensive level providers.

43. If my Neighborhood-based FRC is providing services higher than described in its assigned service tier, may we apply for and anticipate consideration for a higher dollar amount than the targeted funding range?

Answer: This will depend on the information from the agency, departments, and the specific area at the time during the negotiation phase. We want the Intensive FRC services available in those targeted neighborhoods. In the Comprehensive, you might be able to add little bits and pieces of it as appropriate to your populations or referrals. It is a matter of degree of how much you are providing in those additional services. This would be negotiated in your compensation. Also, please see response to Question #25 and #42.

44. Regarding Comprehensive and Intensive Neighborhood FRCs – it costs the same to employ a case manager, for example to handle 15 cases as the cost to hire to handle 20, what thresholds do you set for “intensity” and “volume” (Page 60)?

Answer: See answers to Questions #42 and #43.

45. My agency operates a FRC based in Chinatown. However, clients come from other neighborhoods including the Richmond, Sunset and Visitacion Valley. In the Neighborhood-based application, should we mention those other neighborhoods?

Answer: You may want to include it if you think it will strengthen your application. A Neighborhood-based FRC is one that is located in that specific neighborhood servicing families that reside there. If you are a FRC based in Chinatown, you would not necessarily apply as a Neighborhood-based FRC in another neighborhood unless you are planning to have a physical presence to serve those neighborhoods.

46. The Joint Funders had talked about providing training on evidence-based parenting education programs. Will that be provided or should we budget for that training?

Answer: Yes, the departments are planning to continue providing funds for these trainings. You are encouraged to put together a application to the best of your ability that will allow you to serve the families that you wish to serve in that neighborhood. If you want to use funds for the training and feel that it will help the families that you are serving, then it is something you may want to consider. For example, it is still the intent of the departments to bring the Triple P training to San Francisco.

47. (Clarification of Question #46) Some people also talked about the licensure cost of using that curriculum. Will that also be covered by the Joint Funders or would we need to cover the cost of the licensure?

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Answer: You will want to include this in your application. Since it is not known when the curriculum will be rolled out and funded, it will need to be discussed at the time it may happen. You may want to include this in your Training line item for licensure if you think you will need it.

48. With the total budget between HSA, DCYF and First 5, is there any new money?

Answer: No.

49. Is the amount less than existing programs?

Answer: Yes. The total has decreased by approximately \$2 million as of today.

50. Are you expecting existing programs applying for their existing funds?

Answer: We would hope so.

Clarification: You should propose funding in accordance with the ranges provided in the NOFA and the specific services you intend to provide.

51. If a new agency gets the funds, does it mean some existing programs will go away?

Answer: It is a possibility. No one is guaranteed their current funding level or renewals.

52. Per my math there is now \$237,995 less available since the community meeting. Where did that money go?

Answer: Yes, it is true. The funds for the Differential Response coordination has been taken out and is now considered part of the infrastructure. Funds were also taken out to continue support for the Talkline. The Differential Response Coordinator will be subject to an RFQ by DHS. A draft has been written. Should that come in less than the amount that was taken out the remaining funds will be returned to the total for this initiative. Approximately \$155,000 has been placed in the RFQ for the Differential Response Coordination.

53. What is the status of the Differential Response Coordination? Is it in the alignment?

Answer: See answer to Question #52.

54. If we get mental health services now through First 5 for our FRC, do we have to write money into our budget in our proposal to continue these services?

Answer: Mental health consultation remains a support that we want to provide to FRCs. The number of FRCs that we currently provide the support to is a smaller than what will be funded through this process. If you would like to guarantee a certain amount, it may be useful to include this in your budget.

55. Can we submit attachments to highlight our Comprehensive services? (i.e., you do not allow much space to describe in-depth one's services, so can we include brochures and other items that document what we do?)

Answer: No.

56. Will you perform site visits before you make awards?

Answer: We reserve the right to conduct interviews if needed to clarify our process, but it is not guaranteed or required in this process.

57. How did you determine priority target populations for Population-based FRCs?

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Answer: One of the commitments going into this process that the Joint Funders agreed upon was to create as minimal a disruption to the current service network as much as possible. The populations that are listed represent historic commitments by the Joint Funders. We will accept applications to serve other populations.

58. In the Population-based NOFA, how many FRCs in each category are you planning to serve?

Answer: We made the commitment to prioritize funding one in each area. After that, it will be based on needs, applications received and funds available.

59. Why are the page limitations for Population-based services limited to 7 pages versus Neighborhood-based at 12 pages?

Answer: See answer to Question #40.

Clarification: See the Addendum to the NOFA.

60. Is there a cap on the pages to the budget to detail out the leverages of the funds on the budget form? May we add additional lines?

Answer: Yes. You may add additional lines. If you do add additional lines, please double check your Excel formulas and math to make sure your totals are correct.

61. Must you provide each and every service within the Basic Tier for Population-based FRC? In other words, are you eliminated if there is one service you don't provide?

Answer: No. You are not automatically eliminated. The services listed are suggested as a model. We have found that those are often the basic services that an FRC offers. If you don't offer all the services, that will be allowable. In the language of the NOFA, we want you to tailor your application to needs of the population. There is more flexibility in the Population-based application.

62. For the Population-based FRCs, can we pick a specialized population that includes but is not limited to a single one of the priority populations? (e.g., poor, homeless/unstably housed and/or expectant parents/families)

Answer: Yes. We listed priority populations. If you have a different population that you would like to propose to serve, the Population-focused FRC section is more flexible in terms of a model.

63. (Clarification on Question #62) We don't want to have to take out a certain population that we serve from within the bigger population that we serve. If we want to say that the population that we serve are the poor, homeless and/or expectant parents/families, would that be an appropriate "other" group?

Answer: We do allow each applicant to define their own population other than the listed priority population. For example, you can write "The populations that we serve include families from the following categories."

64. Will the Joint Funders consider additional populations with the same priority of identified populations?

Answer: The populations that were identified on Population-focused application are the priority populations and will be funded first.

65. For Population-focused programs, do supplemental services (i.e., parenting skills classes, family events, groups) available at service sites satisfy service cluster requirements?

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Answer: In the section of the NOFA where you are asked to describe your program, you would describe the program components that would address the model and those that are not in the model. You will also describe why that model is appropriate to your population.

66. For Population-focused agencies, can/should a lead agency include its partner agencies' funding in the funding leverage question?

Answer: Only the components that leverage the program and not the whole budget.

67. Page 42: Please clarify letters of commitment from key partners receiving funding through this initiative. How do you define "partners?" Is it one that you have a legal joint venture type thing? We give referrals to one particular agency for a particular service. Is that what you are talking about or something more legal?

Answer: In cases like that, there is no letter involved. Just describe that you have a relationship with this agency that you cross-refer.

68. Page 38: In the definition of a Curriculum based parenting series, do you consider prenatal education class based on a well tested curriculum to qualify or would it only apply to a post-partum parenting class?

Answer: You can write about a prenatal parent education program depending on what section of the NOFA you are asked to respond to. Just as a reminder, the Neighborhood-based part of the NOFA does ask for support of children and parents in the age ranges of 0-5, school age and teen years.

69. (Clarification on Question #68) So in the Population-based, would you consider prenatal education as a cost for expectant parents?

Answer: Yes. We would.

70. If we provide training to other CBOs throughout the city, do you expect us to have "agreements/MOUs" with all of them? Any of them?

Answer: If you are just providing training to other CBOs, you can list them. You don't need formal agreements for providing training.

71. Can Neighborhood-based grantees use the SFFSN assessment tools that the Population-focused grantees are prescribed to use? (i.e., Self Assessments and Participant Program Assessments)

Answer: We will get back to you on this question.

72. To clarify, all areas of services should serve children 0-18 (as opposed to 0-5) and their families, not just the school-linkages area of service? And this range can be through direct and indirect services (through contracted organizations) of the lead agency?

Answer: You may provide population based services to all ages 0-24 and if you have specialty services for different subpopulations in your neighborhood-based proposal you should clearly define them and any specific services provided to that age group.

The next NOFA applicants meeting will be on Tuesday, April 14, 2009 from 1:30pm to 3:30pm in Room 300 at 101 Grove Street.

You can also submit your questions online to funding@first5sf.org by Friday, April 17, 2009.