

## Notice of Funding Availability (NOFA) Family Resource Center Services Initiative

<b>Total Funding Available:</b>	Up to \$ 12,400,000.00 per year (contingent upon on-going funding availability) and Cost of Doing Business increases, if available.
<b>Contract Period:</b>	Anticipated July 1, 2017 – June 30, 2018, renewable to June 30, 2020 with the possibility of an extension of up to 2 years based on grantee performance and pending department funding availability
<b>Applicant Meetings</b>	January 18, 2017 1:00 – 3:00 p.m. 1390 Market Street Suite 1125
<b>Non-mandatory Letter of Intent</b>	January 27, 2017
<b>Application Due Date:</b>	February 24, 2017 at 5:00 p.m.
<b>Contact Person:</b>	Shelli Rawlings-Fein (415) 437-4652

### 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

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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 community connections, build parent/caregiver capacity, and provide coordinated formal supports while enhancing school readiness, school success and strengthening family functioning. In order to reach this goal, First 5 San Francisco, DCYF, and H.S.A.-FCS have allocated up to \$12,400,000 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”. Additional funding from other City Departments may also be awarded through this NOFA. First 5 San Francisco will serve as the lead agency for purposes of managing and implementing this NOFA.

Family Resource Centers provide human services support with a focus on the whole family and facilitate families to be resources to each other. Services at FRCs span a broad continuum of preventive to supportive. FRC staff assist families to link to supports that are beyond the capacity of the FRC to provide. Program activities are tailored to the unique strengths, needs, and wants of families and are family-centered, culturally competent and strength based. The document Family Resource Centers – Vehicles for Change describes the distinctive approach of FRCs.

The work and outcomes of FRCs are informed by The Center for the Study for Social Policy’s Protective Factors Framework. The Joint Funders focus on the Essential Services of this NOFA, because of their ability to promote development of Protective Factors. The list of Protective Factors is in the Appendix.

Informed by ongoing assessment of kindergarten readiness in San Francisco and the desire to achieve equitable outcomes, the Joint Funders have prioritized outreach, family engagement and partnerships to engage African-American families and families living in HOPE SF sites in FRC activities that build Protective Factors, school readiness and school success.

In this funding cycle, the Joint Funders will also focus on activities engaging pregnant women and new mothers in FRC activities.

This NOFA will support building a system of FRCs:

- **Neighborhood-Based FRCs:** FRCs that are located throughout the city in neighborhoods marked by presence of low-income families and a prevalence of child welfare referrals. FRCs in these neighborhoods are intended to ensure geographic access to neighborhood families with these characteristics and to families that may travel to the neighborhood for service. FRCs in targeted neighborhoods should form referral relationships with other child and family serving agencies in the neighborhood and broader system providers. 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 serve identifiable groups of families, targeted by this NOFA, 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. Collaborations applying to this NOFA must demonstrate coordinated and smooth entry into services and participant access to all FRC services across partner agencies.

**The closing date for the submission of applications is 5:00 p.m. SHARP on February 24, 2017.** 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 eight (8) photocopies to:**

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

<b>FAMILY RESOURCE CENTER NOFA TIMELINE</b>	
<b>Task</b>	<b>Target Date</b>
NOFA Issued	December 9, 2016
NOFA Applicant Meeting (non-mandatory, but strongly encouraged)	January 18, 2017 1:00 – 3:00 p.m.
On-line Question and Answer submission deadline	January 13, 2017 at 5:00 p.m.
Letters of Intent (non-mandatory, but strongly encouraged)	January 27, 2017
Applications Due	February 24, 2017 at 5:00 p.m.
Contract Negotiations Timeframe	March 15, 2017 through June 30, 2017
New Contracts Effective Date	July 1, 2017

**NOFA Applicant Meetings**

The NOFA Applicant Meeting will be held on: January 18, 2017 at 1:00 p.m. to 3:00 p.m. at 1390 Market St. Suite 1125. Applicant Meetings are non-mandatory, but agencies intending to submit an application are encouraged to attend this session. The applicant meeting will be an opportunity for agencies to seek clarification on the contents of this NOFA. Staff will respond to appropriate questions submitted on-line and questions submitted in person. A summary of questions and answers from the Applicant Meetings and the question and answer submission process will be posted on-line. Please submit on-line questions to [funding@first5sf.org](mailto:funding@first5sf.org). When submitting your question, please reference FRC Initiative NOFA in the subject line of the email. On line questions will not be accepted after the January 13, 2017 deadline.

**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 **January 27, 2017**. 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**

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The Joint FRC Funders are allocating a maximum of \$ 12,400,000.00 annually for this NOFA to fund both Neighborhood-Based and Population-Focused FRCs. Grants are anticipated to start on July 1, 2017.

The term for the services procured through this NOFA will generally be from July 1, 2017 through June 30, 2020. The Joint FRC Funders reserve the right to enter into a shorter duration at their sole discretion, including offering single year grants with extension options. The Joint FRC Funders shall have an option to extend the term for a period of up to two additional years past June 2020, which the Joint FRC Funders may exercise at their sole, absolute discretion based upon grantee performance and pending funding availability. 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. Also, grants made through this NOFA may be augmented, if additional funds become available, without additional application processes.

All funded proposals should be designed to have measurable impact during the first year and initiate service delivery immediately unless a program is a new grantee or administering a new activity in which case limited service delivery would be expected within 3 - 6 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. Additionally, collaboratives must have established methods for communication and information sharing, service integration, cross partner referrals, and outreach in support of their FRC grant.

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. An application to provide a highly similar scope of work to the same target population cannot be submitted for consideration more than once.

### **Allowable Grant Costs**

Grants made through this NOFA 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 target families with children ages 0 -8 or expecting parents, services for families with older children will be approved on a discretionary basis.

### **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.

A more exhaustive list of non-allowable expense categories will be listed in the grant agreement. Only costs approved by the program officer are allowed.

## **C. Purpose of Funding**

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The Joint FRC Funders believe targeting services at the family unit and community level is central to impacting the safety, health and well-being of babies and children and the stability and self-sufficiency of families. The Joint FRC Funders recognize that:

- In order to best serve babies and children, involving the family is essential. Parents are a child's first teacher, primary advocate, and social support.
- In order to help babies and 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 all families and providing a safety net for families in need helps to build stronger communities.

FRCs are intended to enhance community connections, build parent/caregiver capacity, and provide coordinated formal supports, including linkages to child welfare services, supporting school readiness and success and strengthening family functioning. Agencies operating FRCs are expected to provide strength based support to parents informed by the Standards of Quality for Family Strengthening Support. This NOFA invests funding towards provision of community-based, preventative family support services in San Francisco and supports a City-wide system of integrated FRCs for pregnant parents, babies, children and families.

The Joint Funders seek to ensure FRC services are available in neighborhoods with a higher proportion of low-income households and neighborhoods with a larger number of child welfare referrals. However, the funded services are intended to be open to all families requesting support, regardless of income, and agencies will be expected to provide families with the NOFA's requested services by leveraging existing agency and community resources in a way that enhances families' access to comprehensive resources.

This funding will directly support FRCs to implement the identified services described in this NOFA. Each FRC will be responsible for implementing a combination and volume of the requested services to meet the needs of the babies, children and parents served.

## **D. Family Resource Center Initiative Vision and Goals**

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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**

Families are thriving, connected and able to support their children's life-long success.

The initiative identifies Essential Services for funding within the initiative. The Essential Services are grouped into three Service Clusters:

- Community Connections
- Parent / Caregiver Capacity Building
- Coordinated Formal Supports

These services areas each have Long-term, Intermediate-term and Short-term goals associated with them. The achievement of these goals will be reflected in the evaluation plan and activities assessing the impact of this initiative. The goals of the initiative Essential Services:

## **Service Cluster: Community Connections**

Long-term Goal: Families live in supportive and safe communities

Intermediate Goals:

- Family members support one another
- Family members have constructive, supportive social connections
- Families have knowledge and skills to navigate systems
- Families are connected to basic necessities, including specialized services as needed

## **Service Cluster: Parent / Caregiver Capacity Building**

Long Term Goal: Parents/ caregivers support children's growth and development

Intermediate Goals:

- Parents/caregivers understand child and youth development
- Parents/caregivers use effective parenting practices as child grows and develops
- Parents/caregivers and children/ youth have secure relationships
- Parents promote their child's social/emotional development
- Parents/caregivers are actively engaged in their child's early learning and academic success

## **Service Cluster: Coordinated Formal Supports**

Long-term Goal: Children live in safe, permanent homes

Intermediate goals:

- Family members are able to solve problems at all stages of a child's development
- Families in/at risk obtain help when needed and develop long-term strategies for family stability
- Families experience decreased maltreatment and entry into foster care

All service clusters are associated with the following short-term goals related to access and quality:

- Families and agencies work together for community events and improvements
- Families have positive activities and places to meet together
- Families have access to a neighborhood network of formal and informal supports for their own and their child's well-being at all stages of development
- Parents/caregivers have opportunities to reflect on strengths, needs and interests
- Parents/caregivers have opportunities to build confidence by sharing their ideas and opinions

Each grant funded through this initiative will respond to the above overarching goals.

## **E. General Service Expectations**

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### **FRC Core Service Clusters**

The Joint Funders have identified three core Service Clusters for the FRC Initiative - Community Connections, Parent / Caregiver Capacity Building, Coordinated Formal Supports. Each Service Cluster contains prioritized Essential Services that have characterized the work of FRCs and contribute to the goals of the initiative. The table in this section lists the Essential Service categories for each Service Cluster and aligned grant activities that meet the requirements for the Essential Service. The requirements for performing Essential Services for each funding level are described in Part II and Part III of this document. The Discretionary Services listed in this

table are activities that contribute toward FRC Initiative outcomes, that will be considered for support pending a fulfillment of the prioritized Essential Service activities and availability of funding.

Both Neighborhood-Based and Population-Focused FRCs will be asked to focus on the Service Clusters and Essential Services described in this section. FRCs should be cognizant of the need to develop programming and to address the needs of families with children of different ages – prenatal – 8 years old (prenatal, birth to 18-months, toddlers, preschool age, and young school age) – as the parenting issues and support needed by parents can vary according to the age of their child. Staff should have the qualifications, competencies and skills to implement activities for children and families for this age range. The initiative has focused on programming for families from pregnancy to children 8-years-old 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 possess ability to serve the diverse cultural and linguistic communities.

In acknowledgement of previous funding approaches and the involvement of families of older children through child welfare services, services and supports to families with children older than 8 years is not prohibited. Agencies should expect prioritization of program development from prenatal to 8 age range in this funding cycle.

The following tables describe FRC Initiative Essential Services and other typical FRC Services are presented below grouped by Service Cluster and Goal Area. Narrative descriptions of each service are also provided in the tables. The service expectations for associated levels of funding are described in Part II and Part III.

### Family Engagement for Service Clusters

Family Engagement Activities	Description of Aligned Grant Activities
<b>Intake &amp; Retention</b>	<p><i>Intake:</i> Includes procedures and policies for welcoming of new families, ensuring participants are referred to all applicable Essential and/or other Services, and completion of intake paperwork/informed consent and the related data entry. <i>For FRC collaboratives,</i> care is taken to ensure a coordinated and smooth entry into services and participant access to all applicable FRC services across partner agencies.</p> <p><i>Retention:</i> includes procedures for in-reach activities including distribution of FRC calendars and flyers to current, enrolled participants and follow up strategies for re-engaging families who stop attending activities without notice. Follow-up for families who leave an Essential Service without notice occurs within two weeks and should include, at minimum two phone calls and a letter. A home visit is also indicated if in any form of case management. Retention practices also include scheduling of FRC activities and drop-in hours during times accessible to families, including weekends and evening hours as applicable.</p> <p><b>Intake and Retention overall frequency: Daily</b></p>
<b>Outreach and Engagement</b>	

*Direct Outreach:* Direct outreach involves proactive, in-person efforts to invite and encourage new, non-enrolled families to access Family Resource Center offerings. This may include strategies such as: phone calls, door to door invites, peer referrals, attendance at external community and health fairs and other direct communication efforts. All FRCs focus outreach efforts to families who are isolated as a result of language, cultural, geographic/transportation, economic, or other societal barriers. Outreach strategies are tailored to address the needs of families from a wide variety of backgrounds including single parents, fathers, foster or kin-care, teen parents, LGBTQ parents, homeless families, families living in public housing, couples, and others.

FRCs will often offer one or more on-going or time-limited activities at an off-site location such as at a public housing community room or library in order to build trust and relationships with families who may not otherwise have known about or attended an FRC-office based service. Intentional strategies are utilized to help bridge the families to other services delivered at the FRC.

*For FRC collaboratives:* Each individual member organization of an FRC collaborative outreaches for the FRC in addition to specific information about their own organization. **Frequency:** 1 hour / week per staff/ minimum

*Referral Partnerships:* FRCs build and maintain formal partnerships with one or more of the following for the purpose of efficient and expedited referral processes for families seeking FRC services:

1. City departments and current city wide initiatives such as HOPE SF/MOHCD, DPH, new born home visiting, SFUSD, SF Public Libraries, Adult/Juvenile probation; Office of Economic and Workforce Development; SFPD; Park and Rec; HSA; and/or DCYF
2. Community Organizations such as health clinics, hospitals, and pediatricians; preschools and childcare sites; mental health clinics; and/or housing and tenants' rights organizations

These partnerships include a referral process in which FRC staff oversees the referral process by providing a

	<p>means for FRC to confirm receipt of the referral and service connections made, and ensuring regular opportunities for cross-training for all involved staff on the referral process and services available. Referral partnerships take into consideration each party's capacity for new participants as well as staff skills and expertise. For further partnership related activities beyond the purposes of FRC referral, see also: <i>Partnerships, Connections and Collaborations</i>, Section 2: Community Connections.</p> <p><i>Indirect Outreach:</i> Indirect outreach involves development and dissemination of print-based or audio-visual materials to be distributed widely to increase awareness of the FRC presence in the community. Materials include flyers, newsletters (print or electronic), and media ads/spots/programming.</p>
<p><b>Basic Information and Referral</b></p>	<p>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 <b><i>connected to all available public benefits and city funded programs</i></b> for which they may be eligible i.e. child care, after school programming, CalWORKS, CalFresh (food stamps), MediCal, etc. Families are referred to <b><i>mental health services and counseling</i></b> as needed. Additionally, families are encouraged to access all available economic self-sufficiency supports and strategies to help provide financially for their family. Agency is intentional in efforts to be informed on available resources and service providers. Information is gathered in a systemized log format (Basic I &amp; R).  <b>Frequency:</b> Available during business hours.</p>

**Goal 1:** Families live in supportive and safe communities

**Service Cluster 1:** Community Connections

Essential Services within Cluster	Description of Aligned Grant Activities
<p><b>Parent Leadership</b></p>	<p><i>Parent Advisory Council:</i> A formalized and ongoing process to collect parent input on the design and implementation of the funded activities. Parents should receive support to assist in their contribution to and the demonstration of appropriate leadership skills. <b>Frequency:</b> 1 meeting per quarter minimally primarily held on-site. New and unduplicated participants are added at least once per year.</p> <p><i>Parent Volunteers:</i> Parents may provide volunteer services to support the functioning of the family resource center. <b>Frequency:</b> As needed</p> <p><i>Parent Leadership Development Activities:</i> An evidence based or informed series of workshops, classes or cafes which provide parents opportunities to learn, develop, and strengthen skills to become leaders in the their FRC and/or school communities. Activities are conducted by practitioners trained and certified in the curriculum, as applicable. Examples of curricula include Abriendo Puertas and Parent Cafes. Pending funding availability, a <i>Parent ACTION Grant</i> may be implemented as a parent leadership development activity. <b>Frequency:</b> As defined by curricula, minimum 1 cycle per year, primarily held on-site.</p>
<p><b>Community Events and Collaboration</b></p>	<p><i>FRC Family Events:</i> Smaller, fun, recreational or cultural events held either on-site or in another location to enhance program accessibility. Events provide enrolled participants opportunity to increase their social networks and for FRC staff to strengthen relationships with families currently enrolled in the FRC. Such activities include Dinner and a Movie, Meet and Eats, Coffee/Tea hours, and celebrations open primarily to FRC participants and their families. Family events requires participant enrollment. <b>Frequency:</b> minimum quarterly</p> <p><i>Community Events:</i> Larger fun, recreational or cultural events hosted by the FRC that provide an opportunity for FRC staff to meet and engage with new families not currently enrolled in the FRC. Such activities include holding a large holiday party</p>

	<p>for neighborhood residents or hosting a parents' health and wellness fair advertised to the general public. <b>Frequency:</b> maximum 1-2 times annually</p> <p><i>Partnerships, Connections and Collaborations:</i>  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. Collaborations and connections are often formed and hosted at the family resource center to address neighborhood or population issues and include such activities as:</p> <ul style="list-style-type: none"> <li>• <i>Co-locating needed services from outside resources at the FRC</i></li> <li>• <i>Co-locating FRC staff at other community based organizations or city departments,</i></li> <li>• <i>Sharing resources,</i></li> <li>• <i>Regular, structured meetings among provider organizations</i></li> </ul> <p><b>Partnerships Frequency:</b> Frequency and participation as decided by community/neighborhood and requirements of the partnership.</p>
<p><b>Workshops and Classes</b></p>	<p><b>Workshops and Classes</b>  Structured, stand-alone, or series of sessions that provide information on a variety of topics promoting parental and life competencies. On-going classes may consist of instructional sessions designed to enhance a participant's skill or knowledge base in a particular area and are taught by FRC staff or other experts in the identified area. Workshops are held either on-site or in another consistent location to enhance program accessibility and topics are developed with consideration to parent input and requests.</p> <p>FRCs provide workshops from each of the following workshop categories throughout the year:</p> <p><i>Navigating and Partnering with Schools:</i>  Information for families to support student readiness and success in school. Topics may include, but are not limited to: Enrollment in the Public School System, Understanding Key Transitions to Kindergarten, Middle School, High School, and Higher Education; Navigating Critical School Issues</p>

	<p>such as school placement, attendance and access to academic interventions such as the IEP.  <b>Frequency:</b> <i>Basic</i> 1 minimum; <i>Comprehensive</i> and <i>Intensive</i> 2 minimum</p> <p><i>Child/Youth Development:</i> Information for families on children’s emotional, physical, or social development. Topics may include, but are not limited to: Learning and developmental disabilities; Talking to children or youth about gender/sexual identity or reproductive health; Understanding Ages and Stages; and Impact of Violence on Children.  <b>Frequency:</b> 2 Minimum</p> <p><i>Health and wellness:</i> Information for families on the importance of good health and hygiene practices throughout childhood. Topics may include, but are not limited to: oral health, family nutrition, and illness and injury prevention. <b>Frequency:</b> 1 minimum</p> <p><i>Perinatal and Early Infancy:</i> Information for prospective, expecting and/or parents of infants on perinatal health and well-being including topics such as reproductive health and family planning; perinatal physical and emotional well-being including information about prenatal care, labor and delivery, and/or perinatal depression and anxiety; breastfeeding and infant nutrition; infant care and safety including vaccinations, child-proofing, safe sleep practices and SIDS prevention. This is a developing topic; future requirements may be different. <b>Frequency:</b> 1 minimum</p> <p><i>Family Economic Success:</i> Information for families to support family economic self-sufficiency. Topics may include, but are not limited to: Enrollment in public benefits such as CalWORKS or CalFRESH; Financial Management; Informational Sessions on vocational training or college opportunities; Resume building workshops. <b>Frequency:</b> <i>Comprehensive</i> 1 minimum and <i>Intensive</i> 2 minimum</p> <p><b>Frequency:</b> Workshops are held minimally 6-8 times per year</p>
Other FRC Services within Cluster	Description
FRC Collaboratives	FRCs conducting the Essential Services as a collaborative meet regularly to discuss, implement,

	<p>and oversee administrative policies and procedures, service and care coordination, cross training of staff, and fiscal needs. <b>Meeting Frequency:</b> Collaborative meetings occur, at minimum, bi-monthly with regular communication in the interim.</p>
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**Discretionary Services**

**Physical Fitness Activities**

Provide opportunities for parents/caregivers and their children to learn about and experience the benefits of physical fitness through such activities as swimming, yoga, Zumba, urban hikes, and gardening. Fitness activities must be led by qualified, trained practitioners and FRC must have insurance policies which cover these types of activities. A parent leader without formal training, but who has experience or interest in a particular activity, may co-lead under the direct supervision of the trained practitioner. Fitness classes are not a substitute for support groups; they may be used as an add-on component to engage families or to help participants in Essential Services practice healthy ways of releasing emotions raised in groups. **Frequency:** As negotiated.

**Field Trips**

Provide child-centered opportunities to reduce barriers for enrolled families to participate in educational, need-based, or cultural activities in the immediate SF Bay Area (generally, field trips should be accessible by MUNI, BART, SamTrans, Alameda County Transit and/or Golden Gate Transit). Field trips complement and enhance the Essential Services and must be pre-approved by First 5. Field trip participants arrive and leave together. Such activities include field trips to the annual SFUSD enrollment fair, SF public libraries, children’s museums, and park and rec centers. Field trips to paid sporting events/games and amusement parks are not permitted. Field trips that occur during the course of an ongoing service requiring enrollment such as a PCI group or the Parent ACTION grant should be included in the scope of work narrative and targets included in that service. **Frequency:** As negotiated.

**Basic Needs**

Families are provided with goods and concrete household items to meet their basic living needs which are not available through other sources. Many family resource centers operate distribution of the needed items on-site, while others provide referrals to nearby locations. Examples include food, clothing, diapers, and furniture. Scholarships to fee-based FRC services are not considered a Basic Needs service. FRCs who operate a community food pantry must be able to leverage other funding and/or volunteers for this service to be approved use of FRC staff time and resources. **Frequency:** As negotiated. Available during business hours or specific marked day and time

**Goal 2: Parents / caregivers support children’s growth and development**

**Service Cluster 2: Parent / caregiver capacity building**

Essential Services within Cluster	Description of Aligned Grant Activities
<p><b>Parent / Peer Support Groups</b></p>	<p>Whether Peer-led or Staff-facilitated, FRCs conduct support groups targeted to one or more of the following: parents of newborns/young children; mothers; fathers; parents of elementary age children; grandparents/kin-caregivers; single parents; pregnant parents; cultural affinity groups; and others as parent request/needs arise. Support groups are held on a regular basis either on-site or in another consistent location to enhance program accessibility.</p> <p><i>Peer –led Support Group: An <u>on-going</u> peer-led 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. Frequently groups are formed by individuals sharing a demographic or experiential characteristic. Peer leaders should be members of the group who have regularly attended the group as a participant. FRC staff are available on site while group is in session and provide immediate and regular assistance and supervision to leaders and as needed to participants. <b>Frequency:</b> 3 meetings per month minimum. New and unduplicated participants are added on a regular basis throughout the year.</i></p> <p><i>Staff facilitated Support Group: Staff-led, and formally structured on-going or time limited groups that provide guided discussion and problem solving about shared parenting experiences. Staff led groups focus on one or more of the Five Protective Factors, material covered in Curriculum Based Parent Education, and/or emotional health and wellness. <b>Frequency:</b> Minimum of 3 open meetings per month or, for closed groups, minimum one, 8-10 week session, group per quarter. New and unduplicated participants are added minimally each quarter for on-going groups and at start of each cycle for closed groups.</i></p> <p><b>Overall frequency:</b> All FRCs provide at least one support group weekly.</p>
<p><b>Parent and Infant/Child</b></p>	<p><i>Parent and Infant/Child Interactive (PCI) Groups</i></p>

<p><b>Groups</b></p>	<p><i>(Playgroups):</i> Parent/caregivers engage with their children and youth in developmentally appropriate activities. Age appropriate activities, materials, and equipment are utilized to encourage parent-child bonding and school readiness and success. PCI groups may be closely linked with parent education activities to encourage practice of parenting skills taught.</p> <p>PCI activities are held minimally on a weekly basis and in a structured format either on-site or in another consistent location to enhance program accessibility. Collaboration with the San Francisco Public Library is strongly encouraged. Best practices incorporate health and developmental supports or assessments as appropriate.</p> <p><i>Infant (0-18 months; other age groupings within this range may be considered):</i> Activities and the physical environment encourage and strengthen Infant-Parent bonding; parental caregiving capacity; and provide staff an opportunity to support parents with post-natal or post-adoptive depression and/or feeding and sleeping concerns. Infant massage may be taught by trained practitioners. Referrals for lactation or infant-feeding support, mental health consultation, childcare, developmental assessments, healthcare, and/or basic needs should be available.</p> <p><i>Toddler/preschool (18 months – 5 years; other age groupings within this range may be considered):</i> Activities and the physical environment encourage parent support of children’s early literacy, pre-math, and social-emotional skill development. Early Literacy Activities build pre-literacy skills – print motivation, vocabulary, phonological awareness, letter knowledge, print awareness and narrative skills. Referrals for preschool and school enrollment, nutrition support, mental health consultation, developmental assessments, healthcare, and/or basic needs should be available.</p>
<p><b>Curriculum-Based Parenting Series</b></p>	<p>Curriculum-based parenting series provide a minimum of 8 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. Programs will be expected to provide evidenced based, evidenced informed and or culturally appropriate promising practices curriculum in these</p>

	<p>series</p> <p><i>Evidence-Based / Informed Parent Education 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, 123 Magic, Partners in Parent Education (PIPE) and Incredible Years.</i></p> <p><b>Frequency:</b> Basic 2 cycles per year; Comprehensive 2-3 cycles per year; Intensive 4 cycles per year</p>
<b>Other FRC Services within Cluster</b>	<b>Description</b>
<b>Perinatal Supports</b>	<p>Activities may include group or individual childbirth preparation classes; linkage and referral to prenatal or pediatric care; lactation counseling or infant feeding support; and/or new parent home visiting activities. All perinatal supports are conducted by appropriately certified or trained staff or contractors such as certified childbirth educators, lactation educators and counselors, nurses, etc. Specific activities are as defined in Scope. <b>Frequency:</b> Available during business hours and as needed for specific programming.</p>
<b>Health and Developmental Supports for Young Children and their Parents/Caregivers</b>	<p><i>ASQ-3 and ASQ-SE:</i> Appropriately trained staff will utilize developmental screening tools – such as Ages and Stages-3 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 concerns to available services and follow up with families within 30 days of referral to ensure successful linkage. Where appropriate, a referral to the FRC supporting families with children with disabilities should be made. <b>Frequency:</b> Available during business hours and as needed for specific programming.</p> <p><i>Other health and developmental screening tools including Keys to Interactive Parenting Scale (KIPS), DRDP, and Oral Health Screenings:</i> Other screening tools to be utilized as specified in scope. <b>Frequency:</b> As negotiated. Available during business hours and as needed/required for specific programming.</p>
<b>Drop In Child Watch</b>	<p>Child watch is provided for children in support of parents participating in other activities at the FRC.</p>

	<p>Activities are designed to meet the developmental needs of infant/toddlers, preschool aged children, school aged children which may suggest separate programming for each age group. <b>Frequency:</b> Available during business hours and as needed for specific programming; required support for Curriculum Based Parent Education classes.</p>
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**Discretionary Services**

**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. **Frequency:** available during business hours and as needed for specific programming

**Parents of Tweens/Teenagers Support Groups**

Staff-led, formally structured on-going or time limited groups that provide guided discussion and problem solving about shared experiences parenting tweens and teens. Staff led groups focus on one or more of the Five Protective Factors, material covered in Curriculum Based Parent Education, and/or emotional health and wellness. **Frequency:** Minimum of 1-3 open meetings per month or, for closed groups, minimum one, 8-10 week session, group per quarter. New and unduplicated participants are added minimally each quarter for on-going groups and at start of each cycle for closed groups.

**Curriculum-Based Parenting Series – Tween/Teen Specific**

Curriculum-based parenting series for parents of tweens and teens provide a minimum of 8 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. Programs will be expected to provide evidenced based, evidenced informed and or culturally appropriate promising practices curriculum in these series.

*Evidence-Based / Informed Parent Education 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. An example includes Teen Triple P.*

**Young School age PCI**

Developmentally appropriate activities for parents to engage with their children ages 5-8 years old that increase skill development in literacy and/or Science, Technology, Engineering, Art, or Math (STEAM) skills. Referrals for academic supports, out-of-school time providers, and basic needs should be available. **Frequency for School age PCI:** Optional, minimally bi-monthly.

**Child Development Groups**

Curriculum based group series for children which focus on one or more of the following areas: social-emotional development, early literacy, and school success. Groups must be age stratified and children must register to attend the full series. Child development groups often incorporate a pre- and

post- assessment of child's progress using the ASQ-3 or other tool. Parents are provided opportunities to learn how to support their children in practicing the skills covered in the group and are provided with feedback about how their children are doing in the group. Groups are facilitated by a mental health specialist, masters-level social workers, or other highly trained practitioners with experience and training in ECE, social-emotional development, or youth development. Child development groups may be held concurrently with adult programming, but are not the same as Child Watch. Child development groups are often targeted towards children who are identified as needing additional developmental supports to be ready for kindergarten or to be successful in school. Such groups do not take the place of formal preschool enrollment and where appropriate in strong partnership with related city agencies, schools, and/or other CBOs. **Frequency:** 6-8 week sessions.

**Goal 3:** Children live in safe permanent homes

**Service Cluster 3:** Coordinated Formal Supports

Essential Services within Cluster	Description of Aligned Grant Activities
<p><b>Family Advocacy</b></p>	<p>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, translation, and/or accompanying a family member to medical, legal or other essential appointments. <i>DR includes assessment.</i> Family Advocacy is usually a brief service of approximately 3 - 6 months. <b>Frequency:</b> 2 contacts / month minimum. Face to face contact to open file required.</p>
<p><b>Case Management</b></p>	<p>Formal intake, needs assessment, and facilitated planning process to assist families in developing a plan of action to address concerns impacting child development, health related issues, and/or family functioning. Presenting issues to be addressed may include: child safety, family functioning/relationships, parenting, health, mental health, substance abuse, and/or well-being. Consistent monitoring is provided to review progress towards service plan identified goals and desired outcomes. Families with an open-CPS case are ineligible for FRC case management services, unless the case will be closed within three months.</p> <p>Case management for families of preschool or school age children should include advocacy and assistance in navigating critical school issues such as school enrollment, attendance and access to academic interventions.</p> <p>All families in case management are assessed for Family Economic Self Sufficiency needs in the areas of employment, household budgeting, and other financial management concerns. Case managers provide referrals as needed to vocational training, ESL classes, and other related resources. Linkage with public agency self-sufficiency programs such as CalWORKS, CalFresh (food stamps) and health insurance (Medi-Cal, Healthy Kids, Covered California) should be offered whenever appropriate.</p> <p>Case Management is usually a more intensive service of at least 6 months or longer.</p>

	<p><b>Frequency:</b> 3 contacts / month minimum. Best practice suggests weekly contact. Face to face contact required for intake and majority of contacts. Case management visits are often conducted in the family home or in other off-site community based locations to maximize access to this service.</p>
<p><b>Child Welfare Linked Services</b></p> <ul style="list-style-type: none"> <li>• <b>Differential Response</b></li> <li>• <b>Enhanced Visitation</b></li> <li>• <b>Child Family Team Meetings</b></li> </ul>	<p>Agencies work in partnership by communicating and connecting with child welfare department staff to (1) support families referred by or involved with child welfare services, (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.</p>
<p><b>Child Welfare Linked Services: Differential Response (DR)</b></p>	<p><i>Differential Response (DR):</i> Provision of Differential Response Services requires referrals from SF Family &amp; Children’s Services. Differential Response is a <i>home-based</i> service which includes contacting and visiting families with children who have been assessed by the CPS hotline as moderate to low risk and no or mitigated safety threats with joint community and FCS response for families. FRC will then work to engage family in voluntary services appropriate to meet their needs; family may benefit from DR family advocacy or case management services. FRCs must follow procedures as outlined in the DR Procedure Manual and must participate in HSA sponsored workgroups, quality assurance, and evaluation activities.</p> <p><b>Frequency:</b> As designated by HSA, service and/or family needs</p>
<p><b>Child Welfare Linked Services: Enhanced Visitation</b></p>	<p><i>Enhanced Visitation:</i> Requires referrals from SF Family &amp; Children’s Services. Intended for Child Welfare involved families who are seeking reunification (time-limited and/or court ordered), this service is designed to support and 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. FRCs must follow procedures as outlined in the EV Procedure Manual and must participate in HSA sponsored workgroups, quality assurance, and evaluation activities.</p> <p>Successful implementation provides:</p>

	<p>1. On-site space for child visitation, including extended hours and/or weekend hours</p> <p>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</p> <p>A qualified individual trained in parent-child observation techniques to provide one-on-one coaching, interventions and support as needed for participating families.</p> <p>EV supervisors may be asked to attend on-going Child and Family Team Meetings to be informed about the case status as well as to inform the family's social work team about progress in visitation.</p> <p><b>Frequency:</b> As designated by HSA, service and/or family needs</p>
<b>Other FRC Services within Cluster</b>	<b>Description</b>
<b>Child and Family Team Meetings</b>	<p><i>Requires referrals from SF Family &amp; Children's Services (FCS).</i> 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. FRCs will provide a staff representative to attend the meetings at HSA office or in the community and who will be available as a liaison between FCS and the FRC for purposes of on-going care coordination. <b>Frequency:</b> As designated by HSA, service and/or family needs</p>
<b>Enhanced Information &amp; Referral</b>	<p>Staff provide participant with information and/or referrals given and a follow-up contact is rendered within 7 days with information recorded as to the success of the referrals given to the family. <b>Frequency:</b> Optional, Available during business hours</p>

## Discretionary Services

### Aftercare Case Management

Case management for families currently involved in SF Family and Children's Services 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. Families who are expected to remain open with CPS for longer than three months can be referred for inclusion in activities such as parenting, support groups, etc. without being an active case management file. Frequency: Refer to Case Management description.

## **Counseling/Therapy**

Supportive individual, group, and /or family therapy sessions in pursuit of improved family functioning. Activity to be delivered by a trained master's level clinician with appropriate supervision and case consultation. Often offered in conjunction with case management support. Frequency: Optional, Contacts determined by need and primarily fact to face.

## **F. Targeted Outreach and Partnerships**

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The Joint Funders are committed to the objectives of this initiative to promote thriving and connected families, that are able to support a child's life long success. A main focus of a child's success includes kindergarten readiness and school achievement. Our belief is that school readiness provides opportunities that can influence a number of outcomes across development, health (both mental and physical), and long-term school achievement.

Findings from San Francisco's kindergarten readiness assessment and school success data indicate a number of ways to prioritize and target outreach, partnerships, and service for focus within this initiative. Funded agencies will be asked to identify and conduct new and/or additional targeted outreach and engagement efforts for African American families with young children as well as families with young children residing at HOPE SF sites. HOPE SF is a public housing revitalization initiative focused on Alice Griffith, Hunters View, Potrero Annex/Terrace and Sunnyside family public housing developments. Additionally, program strategies have been developed to increase focus on pregnant parents and families with very young children up to 18 months. FRCs will continue to target low income families with young children as well as families with young children who are dual language learners.

Partnerships are critical for FRCs to serve families well. Partnerships facilitate families' access to services by referral of families between partners and/or by co-location of other agency services that may be helpful to program participants. FRCs will be expected to demonstrate partnerships that leverage their services to families, particularly referral mechanisms and/or co-location with other key family support and school readiness/success initiatives funded by the Joint FRC Funders and other citywide Initiatives i.e., Wellness Centers, Violence Prevention Initiative, Community Schools, Preschool for All, San Francisco Health Plan, physicians, Department of Public Health newborn home visiting programs (Nurse Family Partnership), San Francisco Public Library, and local workforce services system and its network of providers (such as One Stop/ Career Link Centers, Job Seeker Service providers, Job Readiness Service providers, and Vocational Skills Training providers).

The Joint Funders expect funded agencies will have developed and will maintain service co-location partnerships from past efforts. Also, through the course of this funding cycle, new partnership priorities may be identified for funded agencies to pursue and develop to address ongoing or emerging needs of families.

Key partnerships will provide support for families of school age children to support student engagement and success 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. Workshops, advocacy and assistance in navigating critical school issues such as school placement, attendance and access to academic interventions can be provided.

## **G. Evaluation and Data Collection**

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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 intake and data collection process for new program participants
- 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 assessment tools (may be participant assessments of program and/or program self-assessments) to ensure compliance with minimum standards of quality (e.g. National Family Strengthening and Support Standards, FRC Initiative Quality Pathway assessment )
- Use of pre and post survey instruments relevant to the desired outcomes
- Participation in training as required and ongoing support and oversight of staff to ensure effective administration of above data collection tools
- 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)

If selected, agencies may be asked to develop a tailored logic model and evaluation plan with assistance from the Joint FRC Funders.

## **H. Capacity Building and Professional Development**

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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. The Joint Funders have identified program quality – defined in partnership with direct service providers – as a priority for this funding cycle. Funded agencies can expect to participate in program assessment, training, technical assistance and other quality improvement activities, that identify skills, competencies and practices as guidelines for quality implementation of the Essential Services of the initiative.

Ongoing training opportunities that FRCs are encouraged to utilize include the offerings of the San Francisco Family Support Network, in particular the National Standards of Quality for Family Strengthening and Support built upon the Family Support Principles and the 5 Protective Factors. As well as additional Network offerings to support individual provider knowledge and practice.

Other training opportunities may include - but are not limited to – certification in evidence based parenting education curriculum, peer learning group opportunities, and Joint Funder supported training. The Joint Funders are continuing development of an articulated framework to identify knowledge, skills and competencies needed for quality implementation of FRC services. Mandated training and technical assistance activities may be developed in support of this quality framework.

## **I. Guiding Principles**

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The Joint FRC Funders 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 builds upon strengths rather than emphasizing deficits and collaborates with families to determine their goals of services (Best Practice Project 1996). (See Appendix for the Family Support Principles).

Another important framework of the Family Support Field, the 5 Protective Factors, is the foundation of the Family Strengthening approach developed by the Center for the Study of Social Policy. Conceived of as a conceptual approach to the prevention of child abuse and neglect, the 5 Protective Factors were identified through reviewing research literature, and then piloting strategies to promote these factors through early childhood care and education and other services. The purpose of this approach is to help service providers understand how they can bolster the protective factors. (See Appendix for the 5 Protective Factors).

Additionally, the National Standards of Quality for Family Strengthening and Support have been developed to clearly outline **how** the Family Support Principles and the 5 Protective Factors are applied programmatically. The Wisconsin Core Competencies in Family Support, developed by the Wisconsin Children's Trust Fund, provide important baseline knowledge and skills for parent educators, home visitors, and other professionals who work with families.

All services funded through this initiative regardless of scope, intensity, or duration, shall be operated in accordance with the Principles of Family Support, the 5 Protective factors and in alignment with the National Standards of Quality for Family Strengthening and Support and the Wisconsin Core Competencies in Family Support. Agencies funded through this initiative must demonstrate commitment to the family-centered asset-based approach reflected in the above components of quality.

For children and families served or referred by the child welfare system and public service agencies, FRCs are key partners in providing family engagement, evidence-based programs, and supportive services to help families achieve good outcomes and reduce disproportionality in the child welfare system. In partnership with the public agencies, FRCs offer an integrated model of intervention, from prevention through aftercare, to improve safety, permanency, well-being and self-sufficiency outcomes for children and families by promoting concepts and strategies throughout multiple systems that build connection to, strengthen and preserve families.

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.

## **J. Service Enhancement Planning**

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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. With respect to new grantees and new program activities the Joint Funders will allow the first 3 – 6 months of the grant award for planning and implementing the essential services framework. Parent, community, and partner agency input into the planning process is encouraged.

The funding provided through this initiative could provide financial support for up to five years. In this time, the Joint Funders reserve the right to develop and evolve the Core Service Clusters and the Essential Services.

## **K. Minimum Qualifications**

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**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.
6. Agencies receiving funding must not be currently on 'red flag' or 'elevated concern status' with the Office of the Controller.
7. Agencies receiving funding must not have any city contracts withdrawn or terminated due to fiscal or program compliance issues within the last 24 months.

## **L. Other Requirements**

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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 comply with citywide fiscal monitoring protocols, practices, and policies.
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](http://www.sfgov.org/oca/purchasing/forms.htm). Subcontractors are not required to be City-approved vendors; only the lead organization must be. An agency unable to complete the vendor certification process within 30 days of a notice of grant award can have the offer of a grant award revoked.

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 Family Resource Center 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.

## **M. Reservations of Rights by Funder**

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- 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 60 days, 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.

## **N. Preferred Applicant Qualifications**

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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 use of early literacy practices in both group and individual services as well as in the environmental design of your FRC.
5. Demonstrated ability to utilize and implement with fidelity evidenced based practice curriculums (as assessed by the California Evidence Based Child Welfare Clearinghouse) and assessment tools.

Current examples include Triple P, Incredible Years, Effective Black Parenting, 123 Magic, Abriendo Puertas, and ASQ developmental screening.

6. Demonstrated ability to implement collection of evaluation data including client feedback and outcome surveys to inform program improvement efforts. Experience in use of KIPS, Family Development Matrix, The Parenting Scale, and Participant Assessment forms is preferred.
7. Experience working with families who are at risk of child welfare service involvement
8. Experience working with families in public housing (if appropriate for the neighborhood or population family resource center)
9. Effective fiscal and administrative agency management
10. Staffing structure that supports the activities outlined in preceding core service cluster tables.

## **O. Application Review Process**

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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 reviewers with experience and/or knowledge of the respective service areas.

Panel review recommendations will be considered by the Joint FRC Funders in making grant award 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 recommendation by panel members

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 target HOPE SF residents or other priority populations, delivery of child welfare services, service to dual language learners 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.

## **P. Application Format**

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### **Application Format**

All proposals must:

- Be typed, with “Moderate” (Word) Margins a minimum of one-inch top and bottom & .75” left and right margins on each page
- Use no less than 12-point font
- Use 1.5 line spacing (Word)

- 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 eight (8) 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

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#### Available Funding

The Joint Funders have developed a tiered service framework to represent an increasing intensity of services to be provided by contracted Neighborhood-Based FRCs.

A funding range that corresponds to each Service 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:

- Up to \$325,000 for Service Level Tier 1: Basic FRC Services
- Up to \$550,000 for Service Level Tier 2: Comprehensive FRC Services
- Above \$550,000 for Service Level Tier 3: Intensive FRC Services

#### Determination of Funding

The funding level for neighborhoods was guided by analysis of the number and density of low-income residents and prevalence of child welfare referrals. Support of Intensive and Comprehensive tier funding to neighborhoods reflects support for more frequent service offerings, increased access to services (including weekend and evening availability), delivery of case management and child welfare linked services and engagement of hard to reach populations, including residents of HOPE SF sites. All neighborhood applications are strongly encouraged to provide services to public housing communities in the area.

Tier	Neighborhood	
Intensive	Mission	A <u>minimum</u> of 1 Intensive FRC per neighborhood and other FRCs of any Service Level Tier as funding allows
	OMI	
	Bayview – Hunters Point	
	Visitacion Valley	
Comprehensive	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 / Bernal Heights	
	Chinatown and surrounding area	
Basic	Richmond	A <u>minimum</u> of 1 Basic FRC per neighborhood and other Basic FRC proposals as funding allows

#### Funding Provisions

The Joint funders will accept proposals to serve neighborhoods at the listed tier level for the neighborhood or a lower funding tier. Applicants applying for each neighborhood will be considered within the pool of neighborhood applicants. 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 Determination of Funding.

Reviewers and Joint FRC Funding staff will recommend grants for funding within each neighborhood. The final funding recommendation may also consider the service level needs of a neighborhood in recommending a proposal(s). In awarding grants, Joint FRC Funders may also consider additional factors other than those

included in a proposal, including, but not limited to agency capacity, community special circumstances, prioritization of services targeting HOPE SF residents or other priority populations, delivery of child welfare services, service to dual language learners 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 or become un-allocated prior to June 2020 from the Neighborhood Based FRC funds, these may be reallocated to other recommended Neighborhood-focused awardees or 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 budget requirements and/or address community needs. Joint Funders may elect to support a recommended grant proposal at a funding level and scope of service different from the funding level and scope of service proposed by an agency.

## **B. Neighborhood-Based Scope of Work and Service Level Tiers**

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### **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 18 months, preschool age and school age. 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 should have cultural or linguistic specialized skill to best provide culturally relevant services to the families residing in the neighborhood.

As specified earlier in this application, funded agencies will be asked to identify and conduct targeted outreach and engagement efforts to prioritize families within their neighborhood category:

- Families with young children residing at HOPE SF sites
- African American families with young children
- Pregnant women their partners and families with very young children up to 18 months
- Low-income families with young children
- Young children who are Dual Language Learners

FRCs will also be expected to demonstrate partnerships that leverage their service to families, particularly referral mechanisms and/or co-location with other key family support and school readiness/success initiatives funded by the Joint FRC Funders and other citywide Initiatives i.e. Wellness Centers, Violence Prevention Initiative, Community Schools, Preschool for All, San Francisco Health Plan, clinics, home visiting programs (Nurse Family Partnership), San Francisco Public Library, and local workforce services system and its network of providers (such as One Stop/ Career Link Centers, Job Seeker Service providers, Job Readiness Service providers, and Vocational Skills Training providers).

In addition to the direct service scope of work components, agencies receiving grants through this NOFA will participate in administrative, evaluation and initiative training and technical assistance activities defined by the Joint Funders.

### **Service Level Tiers**

The Core Service Clusters described in the tables presented earlier in this application, and listed below, represent the envisioned models for FRC service delivery that meet the needs of families and children. In the case that all services are not in place at the start of the grant period, applicants will be asked to plan for design and implementation of these services during the grant period. Agency applicants may also develop and provide

preventative and/or intervention services that address the unique needs of the community they serve, beyond those listed below.

Please observe which services are required or encouraged for each tier level of funding. Agencies at Basic Tier level funding may elect to do services designated for higher tiers, but agencies funded at Comprehensive and Intensive Tiers may not substitute a Basic level service to meet the requirement to provide service in the service cluster.

## **Basic FRC Funding: Core Evaluated Essential Services and Other Required Essential Services – Minimum Service Implementation**

### **Family Engagement**

#### ***Core Evaluated Essential Service***

- Intake & Retention

#### ***Other Required Essential Services***

- Outreach & Engagement
- Referral Partnerships
- Basic Information & Referral

### **Community Connections**

#### ***Core Evaluated Essential Services***

- Parent Leadership – Advisory Council
- Community Events
  - FRC Family Events – Quarterly
  - Community Events – 1 annually
- Community Partnerships, Connections and Collaborations
- Workshops & Classes
  - Navigating and Partnering with Schools – 1 session
  - Child / Youth Development – 2 sessions
  - Health and wellness – 1 session
  - Perinatal & Infancy Education – 1 session/series in first year (to be developed in year one and reviewed in following years)

#### ***Other Required Services:***

- FRC Collaborative Meetings (for funded collaboratives) – every two months

### **Parent/Caregiver Capacity Building**

#### ***Core Evaluated Essential Services***

- Parent/Peer Support Groups – Peer Led Group - 3 meeting per month minimum
- Infant and Child Parent Interaction Groups (Playgroups)
  - Infant (0-18 month): 4 sessions/ month or 2 six week series / quarter
  - Toddler (18 – 36 month) / preschool (36 months – age 5): 4 sessions/ month or 2 six week series / quarter
- Curriculum-based Parent Education 1 - 2 cycles per year

**Other Required Essential Services:**

- Drop-in Child Watch - available during business hours and for specific activity support as needed, required for support for parent education activities
- Health and Developmental Screenings – as needed

**Coordinated Formal Supports****Core Evaluated Essential Services**

- Family Advocacy and/or Case Management are discretionary at the basic funding level

**Other Required Essential Services**

- Enhanced Information and Referral, must implement if not providing family advocacy and/or case management.

**Comprehensive & Intensive FRC Funding: Core Evaluated Essential Services and Other Required Essential Services – Minimum Service Implementation****Family Engagement****Core Evaluated Essential Service**

- Intake & Retention

**Other Required Essential Services**

- Outreach & Engagement
- Referral Partnerships
- Basic Information & Referral

**Community Connections****Core Evaluated Essential Services**

- Parent Leadership –
  - Parent Advisory Council
  - Parent Leadership Development Activities – 1 cycle annually
- Community Events
  - FRC Family Events – Quarterly
  - Community Events – 1 annually
- Community Partnerships, Connections and Collaborations
- Workshops & Classes
  - -Family Economic Success 1 session (comprehensive), 2 sessions (intensive)
  - Navigating and Partnering with Schools –2 sessions (comprehensive and intensive)
  - Child / Youth Development – 2 sessions
  - Health and wellness –2 sessions (comprehensive and intensive)
  - Perinatal and Infancy Education – 1 session in first year (to be developed in year one and reviewed in following years)

**Other Required Services:**

- FRC Collaborative Meetings (for funded collaboratives)

### ***Core Evaluated Essential Services***

- Parent/Peer Support Groups – Staff Facilitated 3 open meeting per month or 1 8 -10 week session group per quarter.
- Infant and Child Parent Interaction Groups (Playgroups)
  - Infant (0-18 month): 4 sessions/ month or 2 six week series / quarter
  - Toddler (18 – 36 month) / preschool (36 months – age 5): 4 sessions/ month or 2 six week series / quarter
- Curriculum-based Parent Education 2-3 cycles per year (Comprehensive), 3 -4 cycles per year (Intensive)

### ***Other Required Essential Services:***

- Drop-in Child Watch: available during business hours and for specific activity support as needed, required for support for parent education activities.
- Health and Developmental Screenings – as needed

### **Coordinated Formal Supports**

#### ***Core Evaluated Essential Services***

- Family Advocacy (in addition to case management)
- Case Management
- Child Welfare: Differential Response
- Child Welfare: Enhanced Visitation

#### ***Other Required Essential Services***

- Child Welfare: Child Family Teaming Meetings
- Enhanced Information and Referral, as negotiated

#### ***Additional Services/Activities specific to Applicant agency***

Definitions of specific activities that fall within these Core Service Clusters are provided in Part I Section E. Successful applicants will describe how activities are provided as well as 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 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 and deliver more of each essential service than a Comprehensive FRC (i.e....a higher number of child welfare service families served in Differential Response and Enhanced Visitation, more opportunities for parent child interactive groups, parenting class series for different age groups and/or in different languages). Each proposal should describe an integrated system of care for families.

#### **Additional Activity Requirements**

Agencies may propose additional activities that address the objectives of this Initiative and meet neighborhood needs.

All agencies are expected to participate in evaluation and capacity building activities developed by the Joint Funders in support of the initiative.

#### **Physical Space for Activities**

Having a physical space that serves as a center for agency operations as well as family participation is an explicit requirement for funded neighborhood-based FRCs.

**C. Neighborhood-Based FRC Application Forms and Instructions**

**FORM A: COVERSHEET NEIGHBORHOOD BASED FRC**

**Notice of Funding Availability (NOFA) – Family Resource Center Services Initiative  
DCYF, First 5, H.S.A. FY 2017-2020**

**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- Five 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:
Mission OMI Bayview/Hunters Point Visitacion Valley Excelsior Portola/ Bernal Heights Western Addition Potrero Hill Chinatown and Surrounding Area Sunset South of Market Tenderloin Richmond

Proposed Level of Service:
Intensive  Comprehensive  Basic

**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.
	5	The Applicant has followed all guidelines (formatting, page limitations, required attachments, etc.) detailed in this NOFA.
	6	The agencies receiving funding must not be currently on 'red flag' or elevated concern status with the office of the Controller.
	7	The agencies receiving funding must not have any city contracts withdrawn or terminated due to fiscal or program compliance issues within the last 24 months

Application Deadline: February 24, 2017 5pm  
 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 eight (8) 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 Narrative
- \_\_\_\_\_ Leveraged Resources Narrative
- \_\_\_\_\_ 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 FY2017

**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 use 1.5 spacing (Word), with the exception of the Budget/Leveraged Resources Narrative section.

### **Neighborhood Characteristics: 10 points (2 pages)**

1. Briefly describe key characteristics of the neighborhood and its families that you intend to serve. Be sure to describe specific needs, challenges, and strengths of these families, especially related to school readiness, school success, parenting and other circumstances FRCs are positioned to impact.
2. Describe other service assets and other family/child service agencies focused on parenting support and child development with a focus on 0 – 8 age range for your neighborhood, including key places families gather or are served, e.g., preschools, SFUSD sites, public housing, clinics.
3. Briefly describe the overall role of FRC services to address challenges facing families to build community, enhancing children's school readiness/success, build parenting skills and offer concrete supports.

### **Agency Experience and Qualifications and Achievements - 30 points (6 pages)**

1. Describe your agency's experience implementing the Core Services of this initiative and other agency programming, experience, and resources that would leverage NOFA funded services; include your approach(es) to ensuring the services are of high quality and achieve equity for families experiencing disparities in school readiness and success and/or child welfare outcomes.
2. Describe specialized knowledge, competencies, and skills your experience suggests is important to implement the NOFA Core Services. Describe how current and or planned staff/staff positions funded by this proposal address these to effectively serve families with 0 – 8 year old children through the Essential Service framework.
3. Describe the families and children currently engaged in your Essential Service (or similar) programming and their patterns of service utilization.
4. For the Essential Services (or similar services) your agency has experience implementing, describe your successes and challenges in implementation of the activities and engagement of participants. What adaptations and refinements have been made for the specific participants of your agency and to improve services overall?
5. Describe your agency approach to supervision and development of staff implementing core services.
6. Briefly describe your agency facility space available to house the FRC, including hours of operations and other characteristics.

**Proposed Services and Programs – 25 points (6 pages)**

1. Provide a description of the program you are proposing to implement 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 proposes to initiate with this funding including innovative and creative strategies unique to your agency and the neighborhood to be served.

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

- a. Describe the frequency, objective, and content of proposed activities
- b. Identify the specific targeted group(s) or community(ies) to be served
- c. Provide the **maximum** numbers of infants, children, youth, and adult participants planned to be served, and how these activities will meet the identified needs of the neighborhood.
- d. Describe if the service will be offered in the evening or weekend.
- e. Indicate the language(s) the service will be offered in.
- f. 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.
- g. Describe the change or impact you hope to achieve through the proposed service and what evaluation evidence/data will be collected, if any, in conjunction with the service to assess whether these changes and/or impacts occurred. for the proposed approach will be collected, if any.
- h. Describe the service specific approaches and strategies for ensuring participant engagement (both initial and ongoing) to a degree that supports your intended service outcomes.
- i. Provide any additional information you feel will help explain your agency’s approach or planned service(s) including the basis of your selected curriculums, evidenced based tools or practice based approaches

A table similar to the one below may be helpful to summarize your approach to the service you are describing.

Essential Service Addressed:	Program Name:
Schedule / when offered	Evening/weekend included: Y/N
Frequency:	Dosage:

Max. Capacity per session:		
0 – 18 month	18 – 36 month	3 – 5 year olds
Older children		Parents / caregivers
Projected unduplicated served annually		
0 – 18 month	18 – 36 month	3 – 5 year olds
Older children		Parents / caregivers
Staffing:		

2. If proposing to perform Differential Response, Enhanced Visitation, and/or Child and Family Team Meeting services describe how you have provided or will provide these or similar services including: a) The schedule, space, and/or locations of each of the services including any dedicated spaces and/or home visiting or teaming meetings involved and, b) Process for triage and management of referrals and coordination with child welfare workers.

3. Please complete Form C to reflect the service outputs and targets that will assist in the tracking of your project’s achievements.

4. If applicable, describe any planning activities that will be needed during the first 9 months of the grant implementation including planned engagement of partners, community and parents to ensure a quality, responsive program design.

**Outreach, Engagement and Community Partnerships – 10 points (2 pages)**

1. Describe current and intended approaches to participant outreach and engagement that span your proposed array of Core/Essential Services. Describe how these approaches help to ensure participants’ unique needs are met and how they facilitate the achievement of NOFA outcomes and family goals.

2. Describe how you have engaged and/or will engage each of the following groups in the Core/Essential Services: African American families with young children; residents of public housing; pregnant parents or families with newborns to 18 months; English language learners; and/or low income families.

3. Describe the key partnerships your agency maintains - and their main value - that are needed for successful implementation of the Core/Essential Services; include how your agency ensures the success of these partnerships. Describe any new partnerships your agency will seek out in order to meet the goals and deliverables of this NOFA. Specifically indicate any current or new partnerships necessary to support the participation of the groups described in question 2 above.

4. Describe your agency’s formal referral system and how you will link with partners and resources to best serve families. In order to support the community hub model please describe collaborative relationships with health centers, schools, libraries, child care centers, youth programs, recreation centers, public housing sites, city agencies services such as MediCal and CalFresh (food stamps, child care, newborn home visiting, employment assistance, etc.

**Evaluation Capacity - 15 points (3 page)**

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 administration and other data collection efforts, database oversight and maintenance (Contract Management System, Efforts to outcomes, etc...), data analysis, and sharing of evaluation results with staff, families and other stakeholders. Include discussion of evaluation strategies, including validated assessment tools, your agency has used successfully in the past and intends to replicate as a part of this Initiative. Include identification of staff responsible for these activities and structures available to support staff in their evaluation roles. If your experience is more limited, describe resources that may be available to assist your agency in this area.
2. Describe the documented outcomes program participants have achieved in your programming, particularly in programming similar to the core services of this NOFA. What did your evaluation and data collection tell you about key contributors and/or challenges to the successful achievement of outcomes?
3. Describe how program evaluation and assessment data is used to inform program improvement, shape future program activities, and/or contribute to technical assistance plans. Specifically include how parents/caregivers and other stakeholders are included in the evaluation, reflection, and program improvement cycle.
4. Affirm your agency's commitment and readiness to participate in (1) required processes for measuring the quantity, quality and impact of services provided, including universal intake procedures (2) a program of technical assistance and self-assessment in collaboration with the Joint FRC Funders.

**Budget and Leverage: 10 points (Leverage Narrative 1 page single space)**

1. Complete the Budget & Budget Narrative form according to the directions.
2. List the Essential Services that will be co-funded with other funders. Describe the funding source, a brief description of the grant scope of work, the length of funding commitment and the portion of the Essential Service that will be supported by each funding source supporting the implementation of the Essential Service.

## BUDGET & BUDGET NARRATIVE – 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. The FTE amount should correspond to the “Request” amount. The FTE amount listed 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, program incentives, 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. Please also note that both parent stipends and program incentives will need further detail and justification in formal budget negotiations such as job descriptions and protocols.
- 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.*

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

### **A. Funding for Population-Focused FRCs**

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#### **Available Funding**

As part of the original planning and development process, the Joint Funders recognized a need to support agencies with specific knowledge and expertise to serve families that face unique circumstances and situations. Population-Focused FRCs are intended to provide support to families facing unique challenges or circumstances, which require specialized knowledge and capacity to address.

A funding range that corresponds to each Service Level Tier has been specified for Population-Focused 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 Population-Focused FRCs are as follows:

- Up to \$325,000 for Service Level Tier 1: Basic FRC Services
- Up to \$550,000 for Service Level Tier 2: Comprehensive FRC Services

#### **Determination of Funding**

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. Programs should support their application with examples of services that meet the guiding Core Service Clusters framework for either a Basic or Comprehensive FRC. Intensity of services should also be supported through provisions of services citywide: for example, satellite sites, school based services, or multiple neighborhoods.

#### **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 under Available Funding. However Joint FRC Funders reserve the right to fund grants at amounts other than those listed for each service level and to adjust the grantees scope of work and/or budget as needed to meet budget requirements and /or address community needs.

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, coordination of services, 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.

Similarly, if funds remain un-awarded or become un-allocated prior to June 2020 from the Population-Focused FRC awardee, these may be reallocated to other recommended Population-focused awardees or to the Neighborhood Based 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 budget requirements and/or address community needs. Joint Funders may elect to support a recommended grant proposal at a funding level and scope of service different from the funding level and scope of service proposed by an agency.

## **B. Population-Focused FRC Scope of Work and Service Level Tiers**

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### **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 target populations are:

- Homeless/Under-housed children and families/families residing in single room occupancies (SROs), emergency shelters, and transitional housing who may be at added risk due to issues of poverty.
- Immigrant families with children
- Pregnant Teens/Teen Parents
- Families with Children with Special Needs
- Lesbian, gay, bisexual, and transgender parents and their children
- Families with young children exposed to violence

These populations have been targeted due to the potential need for specialized help in reducing barriers to their children's lifelong success and/or risk for poor child outcomes within these populations.

The Joint FRC funders may also consider proposals serving additional populations if allocated funding allows.

### **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 FRCs that receive Joint FRC Funding will be expected to serve as integrated hubs, providing a broad continuum of prevention and/or intervention services to support their families. Population FRCs should develop services that respond to identified needs and address emerging developmental needs of families as their children grow from birth to 18 months, preschool age and school age. Parenting supports, access to resources, and community building should be central to the work of the FRC. The space utilized in the delivery of Essential Services should be inviting and have a distinctive welcoming, "family-friendly" supportive environment. Additionally, these FRCs will provide systems level supports to strengthen the overall FRC Service Delivery System to more effectively understand and meet the needs of their diverse populations.

As specified earlier in this application, funded agencies will be asked to identify and conduct targeted outreach and engagement efforts for these prioritized groups within their population category:

- Families with young children residing at HOPE SF sites
- African American families with young children
- Pregnant women and their partners and families with very young children up to 18 months
- Low-income families with young children
- Young children who are English language learners

FRCs will also be expected to demonstrate partnerships that leverage their service to families, particularly referral mechanisms and/or co-location with other key family support and school readiness/success initiatives funded by the Joint FRC Funders and other citywide initiatives i.e. Wellness Centers, Violence Prevention Initiative, Community Schools, Preschool for All, San Francisco Health Plan, clinics, home visiting programs (Nurse Family Partnership),

San Francisco Public Library, and local workforce services system and its network of providers (such as One Stop/ Career Link Centers, Job Seeker Service providers, Job Readiness Service providers, and Vocational Skills Training providers).

In addition to the direct service scope of work components, agencies receiving grants through this NOFA will participate in administrative, evaluation and initiative training and technical assistance activities defined by the Joint Funders.

### **Service Level Tiers for Direct Services**

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 expected to use the following guiding framework for developing a coordinated package of services for families. Applicants who choose to provide Coordinated Support in Times of Need as described in Part I Section E must explain why those services best address their population's targeted family needs.

### **Basic FRC Funding: Core Evaluated Essential Services and Other Required Essential Services – Minimum Service Implementation**

#### **Family Engagement**

##### ***Core Evaluated Essential Service***

- Intake & Retention

##### ***Other Required Essential Services***

- Outreach & Engagement
- Referral Partnerships
- Basic Information & Referral

#### **Community Connections**

##### ***Core Evaluated Essential Services***

- Parent Leadership – Advisory Council
- Community Events
  - FRC Family Events – Quarterly
  - Community Events – 1 annually
- Community Partnerships, Connections and Collaborations
- Workshops & Classes
  - Navigating and Partnering with Schools – 1 session
  - Child / Youth Development – 2 sessions
  - Health and wellness – 1 session
  - Perinatal & Infancy Education – 1 session/series in first year (to be developed in year one and reviewed in following years)

### ***Other Required Services:***

- FRC Collaborative Meetings (for funded collaboratives) – every two months

### **Parent/Caregiver Capacity Building**

#### ***Core Evaluated Essential Services***

- Parent/Peer Support Groups – Peer Led Group - 3 meeting per month minimum
- Infant and Child Parent Interaction Groups (Playgroups)
  - Infant (0-18 month) : 4 sessions/ month or 2 six week series / quarter
  - Toddler (18 – 36 month) / preschool (36 month – age 5) : 4 sessions/ month or 2 six week series / quarter
- Curriculum-based Parent Education 1 - 2 cycles per year

#### ***Other Required Essential Services:***

- Drop-in Child Watch - available during business hours and for specific activity support as needed, required for support for parent education activities
- Health and Developmental Screenings – as needed

### **Coordinated Formal Supports**

#### ***Core Evaluated Essential Services***

- Family Advocacy and/or Case Management are discretionary at the basic funding level

#### ***Other Required Essential Services***

- Enhanced Information and Referral, must implement if not providing family advocacy and/or case management.

### **Comprehensive FRC Funding: Core Evaluated Essential Services and Other Required Essential Services – Minimum Service Implementation**

### **Family Engagement**

#### ***Core Evaluated Essential Service***

- Intake & Retention

#### ***Other Required Essential Services***

- Outreach & Engagement
- Referral Partnerships
- Basic Information & Referral

### **Community Connections**

#### ***Core Evaluated Essential Services***

- Parent Leadership –
  - Parent Advisory Council
  - Parent Leadership Development Activities – 1 cycle annually
- Community Events
  - FRC Family Events – Quarterly

- Community Events – 1 annually
- Community Partnerships, Connections and Collaborations
- Workshops & Classes
  - Family Economic Success 1 session (comprehensive), 2 sessions (intensive)
  - Navigating and Partnering with Schools –2 sessions (comprehensive and intensive)
  - Child / Youth Development – 2 sessions
  - Health and wellness –2 sessions (comprehensive and intensive)
  - Perinatal and Infancy Education – 1 session in first year (to be developed in year on and reviewed in following years)

**Other Required Services:**

- FRC Collaborative Meetings (for funded collaboratives)

**Core Evaluated Essential Services**

- Parent/Peer Support Groups – Staff Facilitated 3 open meeting per month or 1 8 -10 week session group per quarter.
- Infant and Child Parent Interaction Groups (Playgroups)
  - Infant (0-18 month): 4 sessions/ month or 2 six week series / quarter
  - Toddler (18 – 36 month) / preschool (36 months – age 5): 4 sessions/ month or 2 six week series / quarter
- Curriculum-based Parent Education 2-3 cycles per year (Comprehensive), 3 -4 cycles per year (Intensive)

**Other Required Essential Services:**

- Drop-in Child Watch: available during business hours and for specific activity support as needed, required for support for parent education activities.
- Health and Developmental Screenings – as needed

**Coordinated Formal Supports**

**Core Evaluated Essential Services**

- Family Advocacy (in addition to case management)
- Case Management
- Child Welfare: Differential Response
- Child Welfare: Enhanced Visitation

**Other Required Essential Services**

- Child Welfare: Child Family Teaming Meetings
- Enhanced Information and Referral, as negotiated

**Additional Services/Activities specific to Applicant agency**

Definitions of specific activities that fall within these Core Service Clusters are provided in Part I Section E. Successful applicants will describe how activities are provided as well as 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 population. 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 and deliver more of each essential service than a Comprehensive FRC (i.e., a higher number of child welfare service families served in Differential Response and Enhanced Visitation, more opportunities for parent child interactive groups, parenting class series for different age groups and/or in different languages). Each proposal should describe an integrated system of care for families.

### **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 to other providers who may occasionally or regularly serve the target population of this proposed population focused FRC. A purpose of this role is to strengthen the entire FRC Service Delivery System by equipping other 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, and establish a system for follow up and support with regards to the shared information. Another approach may be to locate staff at alternative or satellite sites in addition to a 'home' FRC location

### **Additional Activity Requirements**

Agencies may propose additional activities that address the objectives of this Initiative and meet the needs of their targeted special population.

All agencies are expected to participate in evaluation and capacity building activities developed by the Joint Funders in support of the initiative.

### **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.

**C. Population-Focused FRC Application Forms and Instructions**

**FORM A –COVERSHEET POPULATION FOCUS FRC**

**Notice of Funding Availability (NOFA) – Family Resource Center Services Initiative  
DCYF, First 5, H.S.A. FY 2017-2020**

**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- Five year budget	\$
Signature of EXECUTIVE DIRECTOR	

This proposal is for (mark only one in each box):

Population–Focus Family Resource Center	Proposed Level of Service:
Specialized Population to be Served:	
<input type="checkbox"/> Homeless/Under-housed children and families/families residing in SROs (single room occupancies), shelters, and transitional housing who may be at added risk due to the issues of poverty <input type="checkbox"/> Immigrant families with children Specify: _____ <input type="checkbox"/> Pregnant and Parenting Teens <input type="checkbox"/> Families with Children w/ 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: _____	<p style="text-align: center;">Basic</p> <p style="text-align: center;">Comprehensive</p>

**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.
5	The Applicant has followed all guidelines (formatting, page limitations, required attachments, etc.) detailed in this NOFA.
6	The agencies receiving funding must not be currently on 'red flag' or elevated concern status with the office of the Controller.
7	The agencies receiving funding must not have any city contracts withdrawn or terminated due to fiscal or program compliance issues within the last 24 months

Application Deadline: February 24, 2017 5pm  
 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 eight (8) 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: Services Outputs and Targets
- \_\_\_\_\_ Form D: Budget & Budget Narrative
- \_\_\_\_\_ Leveraged Resource Narrative
- \_\_\_\_\_ 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 FY2012

**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 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 use 1.5 spacing (Word), with the exception of the Budget/Leveraged Resources Narrative section.

### **Population Characteristics: 10 points (2 pages)**

1. Briefly describe key characteristics of your target population and its families. Be sure to describe specific needs, challenges, and strengths of these families, especially related to school readiness, school success, parenting and other circumstances FRCs are positioned to impact.
2. Describe service assets and other family/child service agencies focused on parenting support and child development with a focus on 0 – 8 age range available to families in your target population, including key places families gather or are served, e.g., preschools, SFUSD sites, public housing, clinics.
3. Briefly describe the overall role of FRC services to address challenges facing families to build community, enhancing children's school readiness/success, build parenting skills and offer concrete supports.

### **Agency Experience and Qualifications and Achievements - 30 points (6 pages)**

1. Describe your agency's experience implementing the Core Services of this initiative and other agency programming, experience, and resources that would leverage NOFA funded services; include your approach(es) to ensuring the services are of high quality and achieve equity for families experiencing disparities in school readiness and success and/or child welfare outcomes.
2. Describe specialized knowledge, competencies, and skills your experience suggests is important to implement the NOFA Core Services. Describe how current and or planned staff/staff positions funded by this proposal address these to effectively serve families with 0 – 8 year old children through the Essential Service framework.
3. Describe the families and children currently engaged in your Essential Service (or similar) programming and their patterns of service utilization.
4. For the Essential Services (or similar services) your agency has experience implementing, describe your successes and challenges in implementation of the activities and engagement of participants. What adaptations and refinements have been made for the specific participants of your agency and to improve services overall?
5. Describe your agency approach to supervision and development of staff implementing core services.
6. Briefly describe your agency facility space available to house the FRC, including hours of operations and other characteristics.

**Proposed Services and Programs – 25 points (6 pages)**

1. Provide a description of the program you are proposing to implement 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 III Section B). Similarly, describe any additional activities the agency proposes to initiate with this funding including innovative and creative strategies unique to your agency and the population to be served.

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

- a. Describe the frequency, objective, and content of proposed activities
- b. Identify the specific targeted group(s) or community(ies) to be served
- c. Provide the **maximum** numbers of infants, children, youth, and adult participants planned to be served, and how these activities will meet the identified needs of the population.
- d. Describe if the service will be offered in the evening or weekend.
- e. Indicate the language(s) the service will be offered in.
- f. 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.
- g. Describe the change or impact you hope to achieve through the proposed service and what evaluation evidence/data will be collected, if any, in conjunction with the service to assess whether these changes and/or impacts occurred. for the proposed approach will be collected, if any.
- h. Describe the service specific approaches and strategies for ensuring participant engagement (both initial and ongoing) to a degree that supports your intended service outcomes.
- i. Provide any additional information you feel will help explain your agency’s approach or planned service(s) including the basis of your selected curriculums, evidenced based tools or practice based approaches

A table similar to the one below may be helpful to summarize your approach to the service you are describing.

Essential Service Addressed:	Program Name:
Schedule / when offered	Evening/weekend included: Y/N
Frequency:	Dosage:

Max. Capacity per session:		
0 – 18 month	18 – 36 month	3 – 5 year olds
Older children		Parents / caregivers
Projected unduplicated served annually		
0 – 18 month	18 – 36 month	3 – 5 year olds
Older children		Parents / caregivers
Staffing:		

2. If proposing to perform Differential Response, Enhanced Visitation, and/or Child and Family Team Meeting services describe how you have provided or will provide these or similar services including: a) The schedule, space, and/or locations of each of the services including any dedicated spaces and/or home visiting or teaming meetings involved and, b) Process for triage and management of referrals and coordination with child welfare workers.

3. Please complete Form C to reflect the service outputs and targets that will assist in the tracking of your project’s achievements.

4. If applicable, describe any planning activities that will be needed during the first 9 months of the grant implementation including planned engagement of partners, community and parents to ensure a quality, responsive program design.

**Outreach, Engagement and Community Partnerships – 10 points (2 pages)**

1. Describe current and intended approaches to participant outreach and engagement that span your proposed array of Core/Essential Services. Describe how these approaches help to ensure participants’ unique needs are met and how they facilitate the achievement of NOFA outcomes and family goals.

2. Describe how you have engaged and/or will engage each of the following groups in the Core/Essential Services: African American families with young children; residents of public housing; pregnant parents or families with newborns to 18 months; English language learners; and/or low income families.

3. Describe the key partnerships your agency maintains - and their main value - that are needed for successful implementation of the Core/Essential Services; include how your agency ensures the success of these partnerships. Describe any new partnerships your agency will seek out in order to meet the goals and deliverables of this NOFA. Specifically indicate any current or new partnerships necessary to support the participation of the groups described in question 2 above.

4. Describe your agency’s formal referral system and how you will link with partners and resources to best serve families. In order to support the community hub model please describe collaborative relationships with health centers, schools, libraries, child care centers, youth programs, recreation centers, public housing sites, city agencies services such as MediCal and CalFresh (food stamps, child care, newborn home visiting, employment assistance, etc.

**Evaluation Capacity - 15 points (3 page)**

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 administration and other data collection efforts, database oversight and maintenance (Contract Management System, Efforts to outcomes, etc...), data analysis, and sharing of evaluation results with staff, families and other stakeholders. Include discussion of evaluation strategies, including validated assessment tools, your agency has used successfully in the past and intends to replicate as a part of this Initiative. Include identification of staff responsible for these activities and structures available to support staff in their evaluation roles. If your experience is more limited describe resources that may be available to assist your agency in this area.
2. Describe the documented outcomes program participants have achieved in your programming, particularly in programming similar to the core services of this NOFA. What did your evaluation and data collection tell you about key contributors and/or challenges to the successful achievement of outcomes?
3. Describe how program evaluation and assessment data is used to inform program improvement, shape future program activities, and/or contribute to technical assistance plans. Specifically include how parents/caregivers and other stakeholders are included in the evaluation, reflection, and program improvement cycle.
4. Affirm your agency's commitment and readiness to participate in (1) required processes for measuring the quantity, quality and impact of services provided, including universal intake procedures (2) a program of technical assistance and self-assessment in collaboration with the Joint FRC Funders.

**Budget and Leverage: 10 points (Leverage Narrative 1 page single space)**

1. Complete the Budget & Budget Narrative form according to the directions.
2. List the Essential Services that will be co-funded with other funders. Describe the funding source, a brief description of the grant scope of work, the length of funding commitment and the portion of the Essential Service that will be supported by each funding source supporting the implementation of the Essential Service.

## BUDGET & BUDGET NARRATIVE – 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. The FTE amount should correspond to the “Request” amount. The FTE amount listed 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, program incentives, 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. Please also note that both parent stipends and program incentives will need further detail and justification in formal budget negotiations such as job descriptions and protocols.

**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.*

## Appendix

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### Family Support Principles of Family Support America

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#### 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.

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### 5 Protective Factors

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The 5 Protective Factors are the foundation of the family strengthening approach developed by Center for the Study of Social Policy.

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1. Parental Resilience
  2. Social Connections
  3. Concrete Support in Times of Need
  4. Knowledge of Parenting and Child Development
  5. Social and Emotional Competence of Children
-