LAKE COUNTY CHILDREN & FAMILIES COMMISSION

Request for Applications

Issued: December 18, 2000
Applications Due: January 26, 2001

IT'S ALL ABOUT THE KIDS

LAKE COUNTY CHILDREN & FAMILIES COMMISSION

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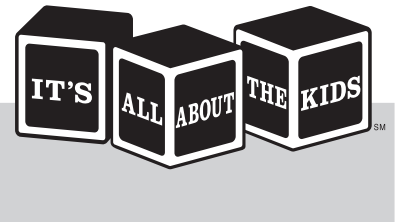

Intent of This Request for Applications

The Lake County Children and Families Commission is seeking applications from qualified agencies and organizations to provide a range of child care, parent support and education, and health care services for children prenatal through age 5 and their families. These services are funded by California's Children and Families First Act (Proposition 10), and are intended to improve and expand both services and our local child/family service delivery system, in accordance with the Commission's Strategic Plan. A total of $500,000 will be available for contract awards through this initial application process.

This RFA provides information on: the scope and term of funding; eligibility; the purpose of Prop 10; the mission of the Lake County Children and Families Commission; the goals and objectives of its Strategic Plan; results to be achieved through funded projects; how to prepare an application; evaluation criteria; and the RFA timeline.

Important Dates:

1. **Release of RFA** — **December 18, 2000**
2. **Mandatory Applicants' Conference** — **January 3, 2001**
3. **Grantseekers Workshop** — **January 3–4, 2001**
   (Open to 25 applicants, by reservation-see Attachment B.)
4. **Mandatory Letter of Intent** — **January 12, 2001**
5. **Application Due Date** — **January 26, 2001**
6. **Intent to Award Funds Announcement (anticipated)** — **February 22, 2001**
7. **Initial Awards of Contracts (anticipated)** — **March 22, 2001**
8. **Initial Contract Start Date (anticipated)** — **April, 2001**

LAKE COUNTY CHILDREN & FAMILIES COMMISSION

Announcing...

APPLICANTS CONFERENCE

(mandatory for program & planning funds)

January 3, 2001 (8:30-10:00 am)

Kesey Room-Lake County Office of Education
1152 S. Main Street, Lakeport, CA 95453

The Lake County Children and Families Commission is seeking applications from qualified agencies and organizations to provide a range of child care, parent support and education, and health care services for children prenatal through age 5 and their families. These services are funded by California's Children and Families First Act (Proposition 10), and are intended to improve and expand both services and our local child/family service delivery system, in accordance with the Commission's Strategic Plan. A total of $500,000 will be available for contract awards through this initial application process.

We invite interested individuals and organizational representatives to attend the Applicants Conference for an overview of this opportunity. This Conference is mandatory for those who plan to submit applictions for program and planning funding. Staff will be available to receive questions and discuss those previously submitted.

For further information, contact:

Susan E. Berry, MA or Randall W. Thomas, Ph.D.
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1. THE PURPOSE OF THIS REQUEST FOR APPLICATION

The Lake County Children and Families Commission is seeking applications from qualified agencies and organizations to provide a range of child care, parent support and education, and health care services for children prenatal through age 5 and their families. These services are funded by California's Children and Families First Act (Proposition 10), and are intended to improve and expand both services and our local child/family service delivery system, in accordance with the Commission's Strategic Plan. A total of $500,000 will be available for contract awards through this initial application process.

Applications should address the goals and objectives identified in the Lake County Children and Families Commission Strategic Plan (available for review at www.ccfc.ca.gov/Countys/county1.htm). Awards may be made to those projects that demonstrate effective means of achieving desired results outlined in this Plan, in accordance with the priorities and selection criteria summarized in Section 9 A.

Contents of the RFA

Subsequent sections of this RFA provides information on:

- scope and term of project funding;
- eligibility requirements;
- the purpose of Proposition 10;
- the Vision and Mission of the Lake County Children and Families Commission;
- the goals and objectives of its Strategic Plan, and priorities for this initial funding cycle;
- results to be achieved through funded projects;
- how to prepare and submit an application;
- application evaluation criteria; and
- timeline for application submission, review, and contract award.

Applicants Conference

An Applicants Conference will be conducted on January 3, 2001 from 8:30 am-10:00 am at the Lake County Office of Education (1152 South Main Street, Lakeport, CA 95453). An overview of the RFA process will be given at this conference, and potential program and planning grant applicants are required to attend.
Mini-grant applicants are strongly urged to attend.

2. SCOPE AND TERM OF FUNDING

The Commission may fund applications in either of the following two categories:

- **Program and Planning Grants** – A total of $450,000 is available in this category for: direct service projects; planning grants for community capacity building; or service integration projects; and

- **Mini-Grants** – A total of $50,000 is available for these grants, which are intended to fund small projects, fill gaps or provide match for larger projects, and offer emergency support. These funds are not intended for extensive building or remodeling projects.

  Although the funding ceiling for these grants is $5,000, the Commission intends to fund a range of these smaller efforts, offering support to as wide a set of service providers as possible. This objective may make maximum funding awards rare.

A Budget Form for both of these grant categories is provided as Attachment C, and an outline for Mini-Grant Applications is provided as Attachment D. Please see **Section 8: Results to Be Achieved Through Funded Projects** for suggestion on strategies or projects which may be considered for funding.

The Commission will make funding awards for a maximum of one year during this initial funding cycle. Applicants who demonstrate successful achievement of desired results during their first period of service delivery may apply for funding extensions in the second cycle.

3. WHO IS ELIGIBLE TO APPLY?

The Commission is seeking applicants who can contribute to the development of an integrated, effective, and universally accessible system of care, education, health, and support services for children zero to five and their families. Qualified service providers from the following range of organizations, agencies, and groups are eligible to apply for funding through this RFA:

♦Non-profit community-based organizations;
♦For-profit organizations and proprietary business entities;
♦Community colleges or educational institutions serving Lake County residents;
♦Public agencies and units of local government based in or serving Lake County residents.

When a collaborative submits an application, the lead agency may be any of the eligible entities listed above.

An eligible fiscal sponsor is required for non-incorporated groups.

Eligibility and Reporting Requirements

To submit a competitive application, applicants must meet the following requirements:

- demonstrate that Commission funds will support programs and services to achieve the Commissions desired results for children aged zero to five and their families;
- certify that Commission funds will enhance or expand, rather than supplant or replace, existing services and programs for the target group;
- assure participation in and contribution to the overall evaluation process of the Commission;
- define how progress toward the Commission's desired results will be tracked and reported as part of the proposed project.

The Commission will require that its selected contractors submit monthly invoices and brief, task-specific progress summaries. Quarterly reports, a final report of perfor-

mance and results, and an annual financial audit will also be required. Staff and Commissioners may conduct site visits, or request contractor presentations to the Commission and/or its Advisory Committees.

The Commission may make reasonable investigations to determine the ability of the applicant to perform the work proposed, and ask the applicant to furnish the Commission with all information that may be required for this purpose. The Commission reserves the right to reject any proposal if, upon investigation, it finds the applicant unqualified to deliver proposed results and/or complete contract obligations.

Registration and Inquiries

Potential applicants must register with the Commission to receive any amendments or other communications regarding this RFA. This requirement will enable all registered applicants to receive the same information and responses to inquiries. Responses to inquiries received by December 27, 2000 will be given at the Applicants' Conference on January 3, 2001, and circulated in writing to those who have registered. Potential applicants who do not register assume complete responsibility in the event that amendments or other communications are issued.

To register, or make inquiries regarding this RFA, contact:

Susan E. Berry, MA or Randall W. Thomas, Ph.D.
Executive Directors
Lake County Children and Families Commission
P.O. Box 1649
Lakeport, CA 95453

tel: 707.263.1608 or 707.263.1892
fax: 707.262.1470

To ensure consistency in communication, applicants may contact only the individuals identified above for information on the RFA. Do not contact the Commissioners for meetings, conferences, or technical discussions related to the RFA.
The Commission reserves the right to amend, alter, or

Interpretations and Addenda

change the rules and conditions contained in this RFA prior to the deadline for submission of applications. Any revisions to the RFA will be accomplished through addenda or supplements and shall become part of the RFA. The Commission will not be responsible for any other explanation or interpretation. All addenda will be sent to all persons and entities registered as potential applicants.

4. THE INTENT OF PROPOSITION 10

In November of 1998, California voters approved Proposition 10, the Children and Families First Act (The Act). The Act is intended to assure the best possible start in life for California's children aged 0-5 years old. It recognizes current research on the importance of brain development in the earliest years, and the potential benefit of investment in the health and well-being of our youngest children. The Act intends to make health, parenting education, and quality child care services accessible to families throughout California, to improve school readiness among children, and to develop local and statewide policies and programs that promote accessible and appropriate systems of service for children 0-5.

The Act is funded by a state tobacco tax, with 80% of revenues distributed to the counties, and 20% reserved for action at the state level. Commissions have been established at the state level and within each of California's 58 counties to develop strategies for the best use of Prop 10 funds. At the local level, 5-9 commissioners are appointed by the County Board of Supervisors. These commissioners include representatives of county agencies responsible for health and social services, community based organizations that provide child and family service, and concerned citizens.

County Commissions are mandated to develop a strategic plan for how and why their county intends to invest its Prop 10 funds, incorporating goals based on broad community input. Strategic Plans must be consistent with State guidelines. With approved plans in place, Commissions are free to fund local programs. The County Commissions are also mandated with responsibility to monitor program progress, evaluate the success of the local Children and Families Program as a whole, and provide periodic program and fiscal reports to the State commission.

The California Children & Families Commission (CCFC), provides statewide leadership and coordination for Proposition 10 through activities such as policy development, advocacy, public education, funding for capacity building and demonstration projects, research, and evaluation efforts. The CCFC is also required to assist the County Commissions in developing their plans and monitoring local progress in each of the Act's three focus areas:

1) Parent Education and Support Services
2) Child Care and Early Education
3) Health and Wellness

5. LAKE COUNTY CHILDREN AND FAMILIES COMMISSION: VISION & MISSION

The Lake County Children and Families Commission was established in 1999 to guide local initiatives related to the Children and Families First Act. The Commission includes Lake County's Director of Health Services, the Director of Social Services, the Superintendent of Education, and a member of the Board of Supervisors. The Commission is seeking applicants to fill vacancies and expand its membership to nine, recognizing the value of broader community representation.

As outlined in the Act, the Lake County Commission is responsible to:

♦ Assure community involvement in Prop 10 planning and implementation activities;
♦ Oversee strategic plan development and annual plan revisions;
♦ Administer the RFA process and allocate Prop 10 resources;
♦ Oversee administration of Prop 10 revenues and investments;

♦ Monitor performance and outcome data to assure program effectiveness and progress against desired outcomes;
♦ Assure compliance with State reporting and planning guidelines; and
♦ Oversee public information, education, training and technical assistance activities and special projects as needed to support plan goals and desired outcomes.

With input from parents, child care providers, health practioners, educators, social service professionals, and concerned citizens, the Commission developed the following Vision and Mission statements to guide its work. These statements provide the foundation for the community projects and service system integration efforts that the Commission intends to fund.

VISION	***All Lake County children will grow up in safe, supportive and healthy environments, and enter school healthy and ready to learn.***
MISSION	***To ensure the healthy development of all children ages prenatal to 5. This will be achieved by developing a comprehensive, family-centered system of early childhood development services. The integration of high quality, easily accessible, education, quality child care, support, and health and human services will promote stronger families and communities.***

6. GOALS AND OBJECTIVES OF THE STRATEGIC PLAN

Much of the Commission's work over the past year has involved the development of its Strategic Plan, **Time for Our Children** (available for review at www.ccfc.ca.gov/Countys/county1.htm). The Plan, which was approved by the State Commission in August, 2000, was based on exploration of local need, resources, and opportunities for child/family service delivery. Results of local service assessment were reviewed at a series of public meetings. Discussions at these meetings generated and refined the goals and objectives that are the foundation of the Strategic Plan. These goals and objectives provide a framework for the Commission's project funding priorities as described in this RFA.

GOAL I: Child Care

Increased access to quality, developmentally appropriate child care which meets the economic, cultural and developmental needs of all children and families of Lake County.

Objective 1.1: To develop a child care system to allow parents access to quality affordable care in an appropriate setting to meet their child, work, and family needs.
Objective 1.2: To increase capacity of available quality child care, including care for children with special needs.
Objective 1.3: To provide a training plan (including special needs) and incentives plan for child care providers, to build and assure quality.

GOAL II: Parent Support and Education

Increased access to parent education and support services to meet the diverse needs of Lake County parents.

Objective 2: To develop parent education and support opportunities to assist parents with prenatal and perinatal child development training, nutrition, substance abuse, life skills, housing and recreation sources integrated and coordinated with existing programs.

GOAL III: Health Care

Improved access to preventive health and therapeutic services for the children and families of Lake County.

Objective 3.1: To develop (a system of) greater access to community-based prenatal, perinatal and children's preventive health services.
Objective 3.2: To develop (a system of) greater access to dental care and services for young children.
Objective 3.3: To develop (a system of) greater access to mental health services for young children.
Objective 3.4: To develop (a system of) in-county and out-of-county transportation to available health services for children.

Additional Funding Priorities

In funding strategies to achieve these goals and objectives, the Commission will give priority to development of integrated service systems, to expansion of county-wide access to child and family services, and to leveraged funding efforts. The Commission intends to support both the development of a neighborhood family resource network (incorporating child care, health care, and parent education), and enhancement of services available through the existing provider system.

Proposals that assist licensed child care providers to attract and retain quality staff are strongly encouraged. The Commission is committed to investing in retention efforts for Child Care and Development providers, and will give priority to well-designed efforts in this area.

7. RESULTS TO BE ACHIEVED THROUGH FUNDED PROJECTS

A. Results Based Accountability

The California Children and Families Commission has established guidelines for evaluation of projects and programs funded by Proposition 10, using the "Results Accountability" framework defined by Mark Friedman (See ***Results Accountability for Proposition 10 Commissions: A Planning Guide for Improving the Well-Being of Young Children and Their Families*** included as Attachment E).

Eventually, all Proposition 10 commissions will be called upon to answer the kinds of questions addressed in results-based decision making: " Are children and families better off? What difference did our work make?"

Results Accountability for Proposition 10 Commissions: A Planning Guide for Improving the Well-Being of Young Children and Their Families
by Mark Friedman

A results-based accountability system is intended to identify and express desired results for local children and families in clear terms that stakeholders, sponsors, and decision-makers can recognize. The key question to be answered is: "What has changed for the better in the lives of children and families?" The results accountability framework for evaluation also includes organizational accountability measures answering the question: "What did the organization do?"

Results-based evaluation can provide critical feedback to those who do the work on the ground, so that success and needs for improvement are easy to see, and feedback can be quickly applied. This is accomplished through the development of indicators which measure movement toward desired results. These indicators can be used by project leaders to detect what works and where change is needed.

B. Desired Outcomes and Indicators

The Commission intends to measure results of its funded projects using the tools provided by Results-based Accountability. The initial step in defining results to be achieved was taken during the strategic planning process. Desired results and indicators were identified for each of the Commission's major goal and objective areas. Applicants may use the following outcomes and indicators to design reporting and evaluation systems for initiatives they submit to the Commission for funding .

GOAL I: Increased access to quality, developmentally appropriate child care which meets the economic, cultural and developmental needs of all children and families of Lake County.

Desired Outcomes for Child Care:

- Children ready for school
- Children succeeding in school
- Safe and supportive communities
- Stable families
- Integrated and coordinated children and family service system, including child care
- Smoke free child care environments

Indicators for Child Care:

- Increase in the availability of affordable, full-time child care slots
- Increase in the availability of child care for children

with special needs
- Increase in the availability of out-of-home, sick or emergency child care.
- Increase in employer-supported child care
- Development of incentives for professional development and reimbursement for training time.
- Increase in the number of people trained to work in child care facilities
- Increase in private and public funding of subsidies for child care
- Increase in the number of bilingual child care providers
- Increase in training for family daycare providers

GOAL II: Increased access to parent education and support services to meet the diverse needs of Lake County parents.

Desired Outcomes for Parent Support and Education:
- Stable families
- Healthy children
- Children ready for school
- Safe and supportive communities
- Integrated and coordinated children and family service system, including parent support and education

Indicators for Parent Support and Education:
- Increased awareness among parents of the importance of positive parenting
- Increase in the number of parents attending parenting classes and support groups
- Increase in the availability of resource information that is culturally appropriate
- Development of a coordinated and integrated curriculum on parenting
- Increase in the number of drug and alcohol treatment programs
- Increase in the number of affordable housing units
- Increase in the number of parks and safe supervised play areas for children
- Decrease in the number of child abuse/child neglect reports

GOAL III: Improved access to preventive health and therapeutic services for the children and families of Lake County.

Desired Outcomes for Health Care:

- Healthy births
- Healthy children and adults
- Healthy early parent/child relationships
- Cessation or reduction in tobacco use and exposure to tobacco smoke during pregnancy

Indicators for Health Care:

- Increase in the number of women who access prenatal care during the first trimester
- Increase in the number of primary care physicians trained in the identification of child development issues
- Increase in the number of families who purchase affordable insurance
- Increase in the number of children under five, who access dental services
- Decrease in dental disease for children entering kindergarten
- Increase in the number of bilingual and/or multicultural health care workers
- Increase in the number of mental health professionals trained in developmental and psychiatric assessment and treatment of children

Developing Performance Measures

Using the results and indicators defined for each of the Commission's goal areas, applicants can develop performance measures for specific services they plan to deliver. Building indicator observation and outcome measurement into the workplan will enable managers of funded projects to self-assess effectiveness, and to make changes as needed to achieve desired performance and results. The data collected for project indicators, when combined with those collected in other projects, will provide a measure of how well the Commission's strategies are working to achieve desired results in the lives of Lake County's children and their families. (Further information on how to demonstrate results-based accountability is given in Section 9 C.)

C. Examples of Projects Which May be Considered

In this initial funding cycle, the Commission invites innovative proposals that address its goals and objectives. Examples of projects or strategies which demonstrate the intent and spirit of Proposition 10 can be found in the

Commission's Strategic Plan, Time for Our Children (available for review at www.ccfc.ca.gov/Countys/county1.htm). These examples are presented in "Best Practice" tables following a summary of each Goal and Objective area (for Child Care examples, see pages 17-26; For Parent Support and Education, see pages 28-31; for Health Care see pages 34-39.) These project examples are not prescriptive; they are offered to stimulate thinking and generate a range of locally-appropriate strategies to meet the priority needs of children zero to five and their families.

As noted in "Additional Funding Priorities" (Section 7), the Commission envisions the long range development of a neighborhood family resource network incorporating child care, health care, and parent education within its service menu. The Commission will also fund projects that enhance the quality or expand the reach of services available through the existing provider system.

N. B. Proposals that assist licensed child care providers to attract and retain quality staff are strongly encouraged. The Commission is committed to investing in retention efforts for Child Care and Development providers, and will give priority to well-designed efforts in this area.

8. HOW TO PREPARE AN APPLICATION

STEP 1: **Read this RFA and Related Information With Care**

In addition to the information contained in this RFA package, prospective applicants should become familiar with "Time For Our Children," the Lake County Children and Families Commission Strategic Plan (available for review at www.ccfc.ca.gov/Countys/county1.htm). These documents provide the framework for understanding and responding effectively to the Request for Application.

STEP 2: **Register as a Prospective Applicant**

Potential applicants must register with the Commission to receive any amendments or other communications regarding this RFA. This requirement will enable all registered applicants to receive the same information and responses to inquiries. To register, or make inquiries regarding this RFA, contact:

Susan E. Berry, MA or Randall W. Thomas, Ph.D.
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tel: 707.263.1608 or 707.263.1892
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STEP 3: **Attend the Applicants Conference**

An overview of this Request for Applications and responses to inquiries received by December 27, 2000 will be given at the Applicants' Conference on January 3, 2001. This Conference will be held at the Lake County Office of Education's Kesey Room (1152 South Main Street, Lakeport, CA, 95453) from 8:30-10:00 am. Potential program and planning grant applicants are required to attend. Mini-grant applicants are urged to attend.

The first 25 applicants who register may also attend the Grantseekers' Workshop which will follow the conference. This two-day workshop (offered free of charge) will provide a wealth of information on program planning and organizational capacity building, as well as proposal preparation. (See Attachment A for further information on this opportunity.)

STEP 4: **Submit a Letter of Intent (mandatory)**

Your Letter of Intent will help us gauge how many proposals may be submitted for funding, and assist us to estimate the workload for our evaluation teams. Therefore, the Letter of Intent is required of all applicants.

A Letter of Intent form is included as Attachment B of this RFA package. **Letters must be received on or before Friday, January 12, 2001 at 4:00 p.m., either at the Commission's mailing address (P.O. Box 1649, Lakeport, CA 95453) or by hand delivery to the County of Lake Department of Health Services (922 Bevins Court, Lakeport, CA 95453). Letters will not be accepted after this date.**

STEP 5: **Develop the Application**

The following guidelines offer information on what to include and how to orgainze your application for a Program or Planning Grant. The recommended format for a Mini-Grant Application is provided as Attachment D. In both cases, we encourage applicants to be concise in their submittals. The narrative section of Program and Planning Grant Applications (exclusive of the Budget section) must be limited to no more than thirty pages.

A. Application Cover Sheet

The Application Cover Sheet should contain the following information:

- Name of Project
- Agency/Organization Applying
- Type of Agency: for example, 501c3, for-profit, or public

- Fiscal Agent (if needed)
- Dollar Amount Requested
- Contact Information, including name, address, phone, fax, and e-mail
- Signature of the person in the organization who has the authority to submit the application.

B. Abstract

Summarize on one page or less the key results your project will produce, how these results support Commission objectives, who you will serve (or who will tangibly benefit) and in what geographic areas of Lake County your clients will be located. Briefly state the project's overall implementation strategy, and how your program will contribute to the development of a comprehensive, coordinated, and integrated set of services among providers for family-centered support to children 0 to 5 and their families. Briefly indicate how your project is culturally or developmentally responsive, and positioned to leverage other funds.

C. Table of Contents

Proposals should include a Table of Contents that identifies all major sections of the proposal by page number. All exhibits and attachments must also be identified and referenced by page number. Indicate any exceptions to the general terms and conditions of the RFA and any other requirements listed.

D. Proposed Project Results and Activities and How They Support the Commission's Goals, Objectives, and Priorities

Clearly state your project's intended results and explain how they will directly support and forward the Lake County Children and Families Commission's goals and objectives stated in its Strategic Plan and the Commission's funding priorities for this round (pages 13-14 of this RFA). In doing so you will need to:

1. Define the target population your project will be serving or who will benefit in a tangible way from the activities undertaken in your project.

2. Specify the geographic area your project will serve within Lake County.

3. Describe and briefly document the need(s) your project is addressing, and relate these to findings in the Commission's Strategic Plan, and in the Lake County Children's Report Card or elsewhere.

4. Define your project's intended results in terms of measurable outcomes in the lives of clients your project will serve (changes you or your client can observe in themselves and their families). Explain how the needs described above will be met: what specific changes will occur in members of your target population, and, if applicable, in the community-at-large?

5. Explain or show the link between these changes (results produced by your project) and specific Commission goals, objectives, priorities.

6. Explain each set of proposed activities and tasks, and how they efficiently link together to produce each result your project will produce.

E. Family Support/ Service Access as a Central Component

Explain, specifically, how your proposed project will enhance support and access to services for young children and their families. Enhancement may occur geographically, financially (via affordability of services), and/or otherwise with respect to the availability of quality, developmentally appropriate child care, parent education and support services, and/or preventive health and therapeutic services.

F. Results-Based Accountability

Projects funded by the Commission are required to build in a procedure for results-based accountability. This means that your project must be able to specify performance measures, regularly observe and the record the data necessary to calculate these measures, actually calculate and distribute them to staff and the Commission, and use them to improve performance.

There are two main performance measures to track. Both can be very useful to you. The first are indicators that measure whether you are achieving the results you in-

tend: are clients or beneficiaries actually benefiting from your services?

The second type of performance measure shows how well your project is doing at providing the services or taking the actions anticipated in its design.

In order to obtain a sound and rapid idea of what these performance measures are, please refer to Mark Friedman's "Results Accountability for Proposition 10 Commissions: A Planning Guide for Improving the Well-Being of Young Children and Their Families" which is provided as Attachment F of this RFA. Start with a review of the 4-quadrant chart on page 23 of Dr. Friedman's paper, and read the text on pages 23 and 24.

Another important evaluation question that will serve you well is "How can we do this task better?". You are encouraged to build this question into your activities, and to provide opportunities for written feedback and discussion.

Your proposal should describe your plan for results-based accountability, and your evaluation plan in general. What indicators of results achievement and what measures of service or activity will you use? If you don't know now, what will be your plan of action to identify these at the outset of your project? How will observations be made, recorded, analyzed, and reported? What other evaluation questions will you pose and record answers for? How will you do this? Generally speaking, you should consider budgeting 10 percent of your requested staff time for evaluation related functions.

Results-based accountability and evaluation are evolving subjects in the Children and Families Commission communities. The Lake County Commission staff will consult with applicants awarded grants on the development of performance indicators and associated procedures for working with the data. More information on results-based accountability and performance measures is provided in Section 9 of this RFA.

G. Capacity of Your Organization or Consortium to Perform the Proposed Actvities

Concisely describe your organization's experience, abilities, and accomplishments relative to the specific activities you propose to undertake, and the results you expect to achieve. A brief description should also be provided for each staff member who will be spending significant time on the proposed project. Link his/her expertise to the specific tasks he/she will work on. Where people are yet to be hired for specific tasks, concisely state the expertise or skills they are expected to have. Similar organization and staff descriptions should be provide for partner organizations or subcontractors.

Please include a statement of your organization's vision and mission, and a concise description of your organization's structure and governing board. Include the names of chief officers as well as Board Members (if these exist). If not described elsewhere, briefly describe key staff, financial resources, computer and electronic communication capabilities, or other resources in your organization that may be of significant relevance to your ability to successfully complete the proposed project. Similar, concise descriptions should be included for your project's partner organizations or subcontractors.

H. Leveraging Other Funds

Describe how your project will utilize Commission funds to leverage funding from other organizations. The intent should be to deepen and broaden the positive impact on children prenatal to 5 years old and their families, and to promote coordination, integration, and coordination of services among providers. Leveraging funds should ultimately result in greater opportunity or service access, provision of higher quality services, greater service frequency, or other benefits which promote health, well-being, and school readiness in young children.

Leveraged funding sources include, for example, those associated with entitlements, block grants, disencumberment grants, direct payments, reimbursements from state and federal sources. Private funding sources should not be overlooked. In-kind and volunteer support may also play an important role in enhancing the contribution of your project to Lake County communities.

I. Promoting and Building Coordination, Integration, Capacity, Comprehensiveness, and Sustainability of Services to Young Children and Their Families

A key requirement for Commission support is that your project as designed to contribute to the development of a supportive web of services accessible to all families of young children in Lake County. The amount of this contribution, of course, will depend upon the size and scope of your project. Applicants should seek out partners and cooperative agreements or arrangements with others which will significantly enhance the range, quality, and accessibility of support and services to young children and their families.

Think in terms of cooperation and collaboration possibilities. If you represent a family resource center, how can you invite service providers to serve through your center? How can you act as a resource to local child care, health, education, or family self-sufficiency service providers? If you are a child care provider, how can you reach out to, and contribute to, service resources available from community-based organizations, government, and the private sector to increase your positive impact on the children and families you serve? If you are a government organization, how can the impact of your resources and services be significantly multiplied through cooperation or coordination with other groups and providers?

- Concisely describe your organization's working relationships with other organizations and individuals in the community working with similar populations, working to meet the same or similar needs, providing similar services, or achieving similar outcomes.

- Include Memoranda of Understanding with key partners in the initiative you are proposing

- Describe the organizations's vision of an effective service system.

- How do your current working relationships with other organizations and individuals in the community support this vision?

- How does the proposed project support this vision?

What specifically will your project do in this regard?

- How will you evaluate the impact of the proposed project on service integration and interagency/group coordination?

- If additional resources or assistance were provided, what additional steps could be taken in the context of your work plan to improve the service system?

J. Serving Cultural and Developmental Needs

Describe how your project will be designed, or can be developed over time, to effectively serve:

a) the needs of young children and families from different cultural backgrounds

b) children prenatal to 5 years old with physical, mental , or emotional challenges.

How will your project take advantage of existing resources/expertise existing in our Lake County communities to accomplish these ends?

K. Focus on Preventive Services

Explain how your project will enable long term savings in remedial costs by providing a major focus on preventive services. How can your project contribute to or work with others to quantify these savings, and develop recommendations on how to further improve the effectiveness of preventive services?

L. Requirement for Proposition 10 (Commission) Funding, and Certification Not to Supplant

Describe why you are seeking Commission funding , and explain why you cannot obtain funding for what you intend to do by other ordinary means. Please attach a letter, signed by an appropriate official in your organization, that certifies you will not use Commission funds to supplant existing funding. (Please note that, by law, Commission funds cannot be used to supplant existing funding. Commission funds can be used to expand the reach of existing services, or to begin new programs).

M. Management Plan, Quality Control, and Budget

Describe your plan for managing the project, including specifying specific individuals and time commitments. If your proposal involves one or more collaborating groups or subcontractors, describe the management responsibilities and connections throughout the project.

Please also describe how project activities and progress towards results will be tracked (including data processing where applicable), including but not limited to your results-based accountability activities. Describe how your fiscal management and tracking system will work, and who will be responsible. Explain procedures you will use to ensure coordination and quality control in project results accountability and fiscal management.

Please use the budget form provided as Attachment C to present a summary of your project proposed expenses. If your project involves one or more partners or subcontractors, please also attach a budget for each and an overall budget for the project including all costs.

Please show and/or explain how each budget item relates to specific tasks to be accomplished in your project. Provide enough detail for an informed reader to judge the reasonableness or adequacy of your budget request. You may attach additional budget detail if you desire for this purpose.

N. Conclusion (optional)

You may summarize your key points in a conclusion.

STEP 6:

Prepare Your Application for Submission

- Use 12-point font in your application, and present the document on letter sized sheets, single-sided, with one and one-half line spacing, and one-inch margins.
- Fax and E-mail applications are not acceptable.
- Limit your application narrative (excluding forms and attachments) to no more than thirty pages.
- You may append an additional Budget Narrative (not to exceed five pages) to the Budget Form .
- Carefully review your application to ensure that you have included all required material.

STEP 7:

Submit Your Application

Proposals must be received on or before Friday, January 26, 2001 at 4:00 p.m., either at the Commission's mailing address (P.O. Box 1649, Lakeport, CA 95453) or by hand delivery to the County of Lake Department of Health Services (922 Bevins Court, Lakeport, CA 95453). Proposals will not be accepted after this date.

Each applicant must submit an original proposal with five (5) copies. Proposals must be submitted in sealed envelopes, marked "Lake County Children and Families Commission Proposal," and addressed as follows:
Att: Susan E. Berry, MA or Randall W. Thomas, Ph.D.
Executive Directors
Lake County Children and Families Commission
P.O. Box 1649
Lakeport, CA 95453

Please Note: Proposals will be maintained as confidential until recommendations are submitted to the Commission for award of funding. At that time, all proposals will become public record. If your proposal contains trade secrets or other information that is proprietary by law, you must notify the Commission and request that this information remain confidential. Your request for confidentiality must be made in writing and attached to the envelope containing the proposal. The proprietary or confidential data must be easily separable from the proposal, to facilitate eventual public access to the non-confidential portion of the proposal.

Next Steps

Intent to Award Funds and Contract Negotiations

The Commission reserves the right to request changes that satisfy its goals and objectives as a condition of funding. Examples of possible requirements include:

- requests that applicants with similar projects work together to facilitate service integration
- incorporating a service focus on underserved populations or geographic areas
- providing an improved project results and evaluation plan

9. HOW WILL APPLICATIONS BE EVALUATED?

A. Selection Criteria

Prior to reaching the Commission for its decision, your proposed project will be evaluated on the 10 criteria described below.

1. Degree to which your proposed activities support and help achieve the goals, outcomes, and objectives presented in the Lake County CFC Strategic Plan (summarized on page s 13-14 of this RFA:

- Your proposal should clearly explain how its activities and intended results/outcomes will support or are directly linked to the achievement of CFC goals, outcomes, objectives, and current funding priorities.
- Your proposal should also clearly explain how and when you will accomplish your project's proposed activities. This explanation should be supported by a timeline showing important milestones for each proposed activity.

2. Incorporates family support/service access as a central component:

- Your proposal should clearly explain how your proposed activities will promote, embody, or forward support and service access (geographically and/or financially) for families with young children as one principal outcome.
- Introducing service access where it does not now exist in Lake County will add to your proposal's attractiveness.

3. Builds in results-based accountability:

- Your proposal must include a clear plan and mechanism to define, observe, record, and evaluate data on your project's service performance and achievement of client outcomes. Your plan should:

  a) utilize the distinctions and information provided in "Results Accountability for Proposition 10 Commissions" by Mark Friedman (see Attachment E). In

particular, you will need to establish performance measures which tell you (and us):

1) how well your activities or services are performed (upper right quadrant of the chart on page 23 of the Friedman paper).
2) whether, and by how much, your project's clients are better off as a consequence of receiving your service (lower left quadrant of the chart on page 23 of the Friedman paper). This is the actual result, impact, or outcome of your project on those you serve.

b) be responsive to any additional evaluation guidance provided by the Lake County CFC during the proposal process, or subsequently.

c) be flexible enough to allow for possible modification as the Commission helps facilitate the development of performance measures comparable county and statewide.

. . . . . .

4. Capacity of your organization or consortium to actually perform the activities you propose:

♦ Your proposal should describe your organization's experience and qualifications relative to the work you propose to do. Provide a similar description for each key member of your staff who will be involved in the project in a significant way. Other organizations or individuals involved, if any, should provide a similar description for their organization and each key staff member.

. . . . . .

5. The degree to which your project will leverage state, federal, & private funds, especially to fill known service gaps:

♦ Preference will be given to applicants who show that their projects will be able to utilize other funding to increase the reach and ability of their project to contribute to achievement of Commissions goals, outcomes, and objectives. Examples include utilization of entitlements, block grants, disencumbering grants, direct payments, and Medical reimbursements.

. . . . . .

6. Degree to which your proposed activities strongly promote and build coordination, integration, capacity, comprehensiveness, and/or sustainability of services within and among providers:

- This is a key element of the state Act establishing the Commission. It is a highly important that proposals to the Commission incorporate these aims as central to the operation and direction of their effort. Your proposal should describe the specific actions that will be taken on a regular basis for this purpose, and the resources (time, money, staff, etc.) associated with those actions. Identify community partners and define links and opportunities for collaboration to expand and enhance existing services to the target population you plan on serving.

- For example, if your proposal is directed at developing family resource centers (one of the priorities for this round of funding), serious thought and project commitment should be given to facilitating coordinated, and if possible, integrated service delivery of health, education, and associated child and family support services. Such delivery should utilize and leverage existing county resources, agencies, and experts whereever possible. It is important that such center proposals also specifically address how they will serve to empower and coordinate with other local family resource units, such as child daycare centers and homes, thereby contributing to the development of a comprehensive network of support available to families with young children.

- By the same token, child daycare units, proposing individually or as groups, should describe clearly how they will link with larger child and family resource centers to foster greater comprehensiveness and coordination of services.

. . . . . .

7. Serves a cultural and developmental range:

- Preference will also be given to projects which propose properly staffed or prepared activities to serve multiple ethnic backgrounds (for example, including fluent Spanish language speakers) and/or physically, mentally, or emotionally challenged young children or their parents.

. . . . . .

8. Focus on Preventive Services

- Proposals which include a focus on prevention or assisting parents or children avoid costly remedial support later, will receive careful consideration. Possibilities include, for example, counseling of parents on Best Practices for ensuring the short and longer term well being of their children, health screening and correlated preventive care, or job creation and training programs assisting parents to sustainably provide appropriate resources and environments for their children.

9. Requires Prop 10 Funding:

- By law, the Commission's funds cannot be used to supplant federal, state, county, or other money available to the applicant. You will need to demonstrate in your proposal that your proposed activities/services funded by the Commission will not supplant existing money or services. Commission funding, can however, be used to the expand the reach of those existing services, preferentially in collaboration with community partners.

10. Presence of an appropriate management plan for administering and monitoring project activities, and the presence of a budget which reasonably reflects the likely costs associated with the project's proposed activities:

- A description of how the project will be managed and by whom, with what amount of time devoted to this function should be provided. Plans for monitoring project activities, including but not limited to financial administration and data collection and analysis, should also be described in sufficient detail to judge the adequacy of this effort in relation to the scope of the project. Each partner organization, group, or subcontractor should also provide such a description, with detail appropriate to their level of project contribution.

- The budget should account for the staff time required to carry out each of the project activities proposed. Each partner organization, group, or subcontractor should provide estimates of their staff time contribution. If more than one organization or group is involved, the lead organization proposing should also provide an overall budget for the proposed project, together with its individual organization's budget and those of its partners or subcontractors.

B. The Proposal Evaluation Process

Commission staff will check to see that all requested parts of your proposal (see Section 8-Step 5, pages 20-27) have been turned in by the due date. Those proposals containing all requested components will be provided to a proposal evaluation team.

The evaluation team will score your proposal on a ten-point high to low evaluation scale for each of the 10 criteria described in Section 9A above. These scores will be added up, with a possible 100 points maximum.

The evaluation committee will then rank your proposal among the others it has reviewed based on your proposal's total score out of 100 and on the committee's overall sense of how much, relative to the budget requested, it will contribute to achievement of:

a) the Commission goals, objectives, and current year funding priorities, and

b) the development of a coordinated, integrated, comprehensive and sustainable web of support in Lake County for young children and their families.

The evaluation committee will forward its recommendations to the Commission staff who will organize Evaluation Committee findings for presentation to the Commission for their review and decision.

C. Demonstrating Results-Based Accountability

Results-based accountability is a requirement for projects funded by the Commission.

Applicants should list key indicators of "how well are we doing what we do?" and "Is anyone better off?" - client outcomes/results - appropriate to each of their project goals. Please see pages 23 and 24 of the Mark Friedman paper "Results Accountability for Proposition 10 Commissions: A Planning Guide for Improving the Well-Being of Young Children and Their Families" (Attachment E). The 4 quadrant figure on page 23 of this paper provides a summary of these indicators. Please identify indicators appropriate to the upper and lower right-hand

quadrants of this figure.

Or, if you do not know what your indicators may be yet, describe the process you or your team will use to define these. The Friedman paper describes a process for accomplishing this task. The Commission realizes that indicators you identify now may need to be revised later during the first part of your project as you become more familiar with what works, and as you work with the Commission to identify indicators which are comparable county-wide and possibly also to those working on similar projects elsewhere in California.

Your proposal will also need to identify the procedures and proper staff time to observe, record, and analyze the data which will be used to calculate these indicators.

As part of your evaluation activities, you may also find it useful to ask a number of "how to questions". These would questions you would be asking yourselves or others on how to best accomplish given tasks, so called "best practice" or "modelling best practice" questions.

❈ As a general rule, an average of 10 percent of your personnel budget should be set aside for evaluation purposes, including collecting, coding, analyzing, and digesting the results. This amount should also include time for consultation with Commission staff or representatives on evaluation matters.

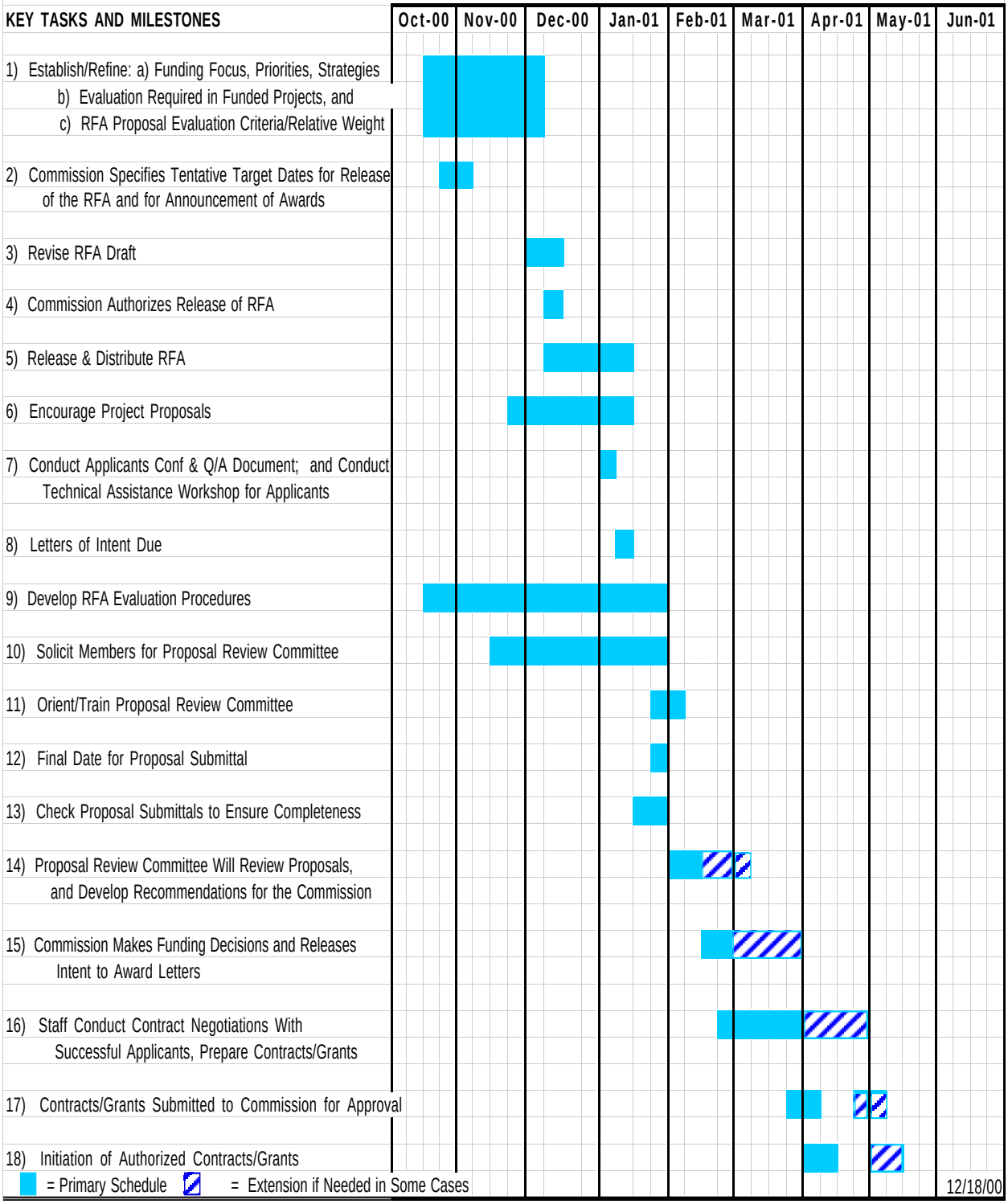
10. THE TENTATIVE RFA TIMELINE

Key dates are as follows:

December 15, 2000:	Commission approval of the RFA.
December 18, 2000:	Begin distribution of RFA
December 27, 2000	Last day to submit questions for mandatory Applicants Conference on January 3
January 3, 2001 8:30 am	Applicants Conference at LCOE Kesey Room, 1152 South Main Street, Lakeport
January 3, 2001 10 am-5 pm January 4, 2001 8:30 am-4:30 pm	Applicants Workshop (First 25 reservations)
January 12, 2001 4 pm	Due date for Letters of Intent (mandatory for all proposals)
January 26, 2001 4 pm	Due date for all proposals
Week of January 29, 2001	Evaluation committee review of proposals begins
February 14, 2001 (tentative)	Evaluation committee recommendations forwarded to Commission staff
February 22, 2001 (tentative)	Commission discusses and decides on first round of proposals to fund and at what levels
March 29, 2001 (tentative)	Contracts submitted to Commission for Approval
April 2001	Initiation of Authorized Contracts

An extension to the time required to evaluate, decide upon, and negotiate some proposals may be required as shown in the Tentative RFA Schedule Chart below:

Tentative RFA Timeline Chart for the Lake County Children and Families Commission



11. ATTACHMENTS

A. Invitation to Applicants Workshop

B. Letter of Intent Form

C. Budget Form

D. Mini-Grant Application Form

E. Results Accountability for Proposition 10 Commissions

LAKE COUNTY CHILDREN & FAMILIES COMMISSION

YOU MAY BE ELIGIBLE TO ATTEND A TWO-DAY WORKSHOP ON PROGRAM PLANNING AND PROPOSAL DEVELOPMENT FREE OF CHARGE...

When? January 3 (10:00 am-5:00 pm) & January 4 (8:30 am-4:30 pm), 2001

Where? Kesey Room-Lake County Office of Education
1152 South Main Street, Lakeport, CA 95453

Why? Finding funds for child/family services is a tough job, and one that can tempt organizational leaders to apply for any and all available grants. *Don't Let the Tail Wag the Dog!* Learn how to make grantseeking serve your organization's vision, mission, and values at a two-day workshop sponsored by the Lake County Children and Families Commission.

The workshop will be conducted by Harvey Chess, noted fund development consultant and trainer. Harvey believes that grantseeking should build on an organization's assets and enhance its ability to plan and fund programs aligned with it reason for being. Participants in his interactive workshops learn the asset-based approach to resource development as they practice designing their own proposals. Theory, application, presentation, and coaching develop practical skills of immediate use.

This workshop is limited to 25 participants, and reservations are required. To make your reservations, or for further information on the workshop contact:

Susan E. Berry, MA or Randall W. Thomas, Ph.D.
Executive Directors-Lake County Children and Families Commission
P.O. Box 1649, Lakeport, CA 95453

tel: 707.263.1608 or 707.263.1892 fax: 707.262.1470

IT'S ALL ABOUT THE KIDS

Lake County Children and Families Commission

LETTER OF INTENT

Required of all applicants

CONTACT INFORMATION

Lead Progam or Agency Name: _____

Contact Person and Title: _____

Address: _____

City/State/Zip: _____

Phone: _____ Fax: _____ E-mail: _____

AMOUNT OF FUNDING REQUEST & BRIEF DESCRIPTION OF PROPOSED PROJECT
(Include names of anticipated collaborating agencies or organizations - signed MOUs will be required with the actual application.)

_____ _____

Signature ***Date***

Return by Friday January 12, 2001 by 4pm to either (1) P.O. Box 1649, Lakeport, CA 95453, or (2) by hand delivery to the County of Lake Department of Health Services (922 Bevins Court, Lakeport).

Lake County Children and Families Commission

BUDGET SUMMARY

Required of all applicants

Please complete this form for the entire project. If there are partner organizations or subcontractors, please also complete an additional form for each. Identify the partner or subcontractor on each form.

Agency Name _____
Budget Period (from what date to what date): _____
Proposal Type (check one): ❒ Program and Planning Grant, or ❒ Mini-Grant

I. PERSONNEL Name &/or Title	Salary	FTE	Amount Requested	Matching Amount Available**	Total Project Budget
A. _____	_____	_____	_____	_____	_____
B. _____	_____	_____	_____	_____	_____
C. _____	_____	_____	_____	_____	_____
D. _____	_____	_____	_____	_____	_____
E. _____	_____	_____	_____	_____	_____
F. _____	_____	_____	_____	_____	_____
Benefits @ ____%			_____	_____	_____
Subtotal Personnel			_____	_____	_____

II. OPERATING EXPENSES			
A. Rent and Utilities	_____	_____	_____
B. Office Supplies and Materials	_____	_____	_____
C. Telephone/Communications	_____	_____	_____
D. Postage/Mailing	_____	_____	_____
E. Reproduction/Copying	_____	_____	_____

Budget Summary Continued

F. Printing	_____	_____	_____
G. Equipment Lease	_____	_____	_____
H. Travel	_____	_____	_____
I. Insurance	_____	_____	_____
J. Audit	_____	_____	_____
K. Training/Conferences	_____	_____	_____
L. Consultants	_____	_____	_____
M. Subcontractors	_____	_____	_____
Subtotal Operating Expenses	_____	_____	_____

III. Capital Expenditures (if required for this project)
(Itemize and identify items requested. Competitive bids may be requested by the Commission prior to contract.)

Total Capital Expenditures:	_____	_____	_____
IV. INDIRECT COSTS @ ____ % of Personnel	_____	_____	_____
V. **Total Program Costs**	_____	_____	_____

VI. **In-Kind:** Please identify any in-kind supprt that is available to the project (for example, volunteers (identify role of volunteers and how much volunteer time is expected), donated office space or equipment, etc.

** List in this column all agency or other funds available to support this project. Indicate with an "NS" next to the amount any that are not yet secured.

Lake County Children and Families Commission

MINI-GRANT APPLICATION FORM

Name of Organization Applying: _____

Tax Identification Number: _____

Contact Person and Title: _____

Address: _____

City/State/Zip: _____

Phone: _____ Fax: _____ E-mail: _____

AMOUNT OF FUNDING REQUESTED _____

The Purpose of this funding (What you will use the funds for):

1. How will your purpose support and help achieve the goals, outcomes, and objectives presented in the Lake County Children and Families Commission Strategic Plan and current funding priorities?

2. How will your purpose aid increasing family support/service access?

3. How will you show or evaluate the contribution your purpose makes towards acheiving the goals, outcomes, and objectives of the Commission?

4. How are you qualified to carry out your purpose?

Mini-Grant Application Form Continued

5. How will you use this grant to leverage funds from other sources?

6. How will your purpose help promote and build coordination, integration, capacity, comprehensiveness, and/or sustainability of services among service providers to children 0 to 5 and their families? Please state the specific action(s) you will take.

7. How will your purpose enhance services to developmentally challenged children age 0 to 5 or to children in this age group from different cultural backgrounds?

8. How will your purpose assist children age 0 to 5 and their families avoid or reduce their possible need for remedial or support services later in life?

9. Explain why your purpose requires Commission funding, and certify that these funds will not supplant other funding for this purpose:

10. Explain how you will manage the activities associated with achieving your purpose. Then fill out the budget form included with this application pack and attach to this form.

_____ _____

Signature ***Date***

This application is due on January 26, 2001 (see submission instructions on page 28). Remember to submit your Letter of Intent on January 12, 2001 to be eligible for funding (see Attachment B).