



Community Opportunities Fund

Cycle 4 Funding Recommendations Report

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Board of Commissioners Meeting
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I. Executive Summary

First 5 LA staff recommends that the Board of Commissioners approve funding for 23 agencies for the fourth cycle of the Community Opportunities Fund (COF) for a total award amount of \$3,324,263. \$2,125,583 from the total award amount will be invested in agencies new to First 5 LA. This recommendation is being made based on the results of a selection process initiated by the release of a Request for Proposals (RFP) on March 5, 2010. Cycle 4 is the last funding cycle of the \$13 million allocation approved by the Commission on November 9, 2006. In closing out the allocation with the fourth cycle of COF, an additional \$24,263 was available to add to the total award amount.

In April 2010, First 5 LA received 71 applications for the fourth cycle of funding. Following an initial screening for eligibility, staff forwarded 66 applicants for review by an external panel. Proposals were reviewed by the external panel and internally resulting in the selection of 23 recommended applicants.

In Cycle 4 of COF, First 5 LA coordinated its grantmaking efforts with the FY 2009-2015 Strategic Plan by funding organizational capacity building projects that can be linked to one or more of the Plan's four goals. In the first two COF cycles, First 5 LA invested in both organizational capacity building and policy and advocacy projects. These activities were separated for the remaining two cycles, Cycles 3 and 4, in order to better coordinate COF implementation with the new Strategic Plan. As a result, Cycle 3 funded policy and advocacy activities and Cycle 4 will fund organizational capacity building activities.

Upon approval by the Board of Commissioners, next steps for staff will include: 1) Cycle 4 grantee contract negotiations; 2) implementation of individual grantee support and technical assistance plans; and 3) continuation of COF evaluation activities begun in the previous cycles. Staff will also be conducting a further assessment of the fourth funding cycle process as well as lessons learned from all of the previous COF cycles. This information will be useful to help inform similar grantmaking approaches that are funded as part of the implementation of the new Strategic Plan.

The recommended COF Cycle 4 applicants are:

California Healthy Marriages Coalition*	Jumpstart for Young Children*
Child and Family Center*	Junior Blind of America*
Child Care Resource Center	Long Beach Early Childhood Education Committee*
Child Development Consortium of Los Angeles*	Low Income Investment Fund*
Child Development Institute*	Proyecto Pastoral at Dolores Mission
Community Health Councils*	South Central Los Angeles Ministry Project
Eisner Pediatric & Family Medical Center	St. Anne's
Exceptional Children's Foundation (ECF)*	St. John's Well Child and Family Center, Inc.
Families First, Inc. (d.b.a. Hollygrove)*	The Children's Law Center of Los Angeles*
Free Arts for Abused Children	The Early Childhood Parenting Center*
Hillsides*	Worksite Wellness LA*
Intercommunity Child Guidance Center (dba The Whole Child)	

* First time funded by First 5 LA
COMMUNITY OPPORTUNITIES FUND
Funding Recommendations Report for Cycle Four

II. Community Opportunities Fund Background

First 5 LA's COF, as approved in the November 2006 Open Grantmaking Implementation Plan, established a new funding mechanism for the Commission. COF was designed to be responsive to the needs of organizations and communities in Los Angeles County by funding policy and advocacy and organizational capacity building activities that support First 5 LA priorities identified in the FY 2005-2009 Strategic Plan.

COF was developed out of the Open Grantmaking investment area to address changing social trends and allow flexibility to respond to community-specific needs. A total of \$13 million was allocated to COF to be divided among four funding cycles.

A. Types of Grants

COF is intended to initiate sustainable and systemic change at the organizational and community levels, as opposed to providing direct services. Therefore, two specific types of support are funded: 1) organizational capacity building grants and 2) policy and advocacy grants.

Organizational Capacity Building

Organizational capacity building is defined within the COF Funding Guide as organizational development activities that build and sustain growth and effectiveness. Capacity building efforts should focus on developing organizations that thrive to continually learn, analyze, and act to improve their mission-based priorities.

Policy and Advocacy

For the purposes of COF, policy is defined as rules, standards, guidelines, or laws enacted by government, organizations, or communities to influence the behavior of systems, communities, or individuals and/or to direct resources to achieve one of the COF Policy Goals. For the purposes of COF, advocacy is defined as the effort to raise public or policymaker awareness in order to achieve one of the policy goals at the organizational, community, city, county, state, or federal level.

B. Community Opportunities Fund Implementation

In the first two cycles, First 5 LA funded both organizational capacity building and policy and advocacy projects. In Cycle 3, First 5 LA funded only policy and advocacy projects and in Cycle 4, First 5 LA will solely fund organizational capacity building projects. For Cycle 4, First 5 LA coordinated its grantmaking efforts with the FY 2009-2015 Strategic Plan by funding organizational capacity building projects that can be linked to at least one of the four First 5 LA goals outlined in the Plan.

III. Cycles 1 through 3

The first three cycles of COF funded a total of 35 organizations, including 12 policy and advocacy and 23 organizational capacity building grants. In Cycle 1, the Commission approved awards for 14 projects for a total award amount of \$3,137,160 and for the second funding cycle of COF the Commission approved 15 projects for a total award amount of \$3,192,472. In the third cycle of COF, six policy and advocacy grants were funded for a total of \$2,690,133. COF requires that at least 60% of all funding be allocated agencies that have not received direct funding from First 5 LA in the past.

COF Cycle 1 and 2 grantees have continued to receive individualized guidance and support from technical assistance consultants in building from the results of each organization's self-assessment of four core capacities – adaptive, leadership, management, and technical capacities – and addressing project implementation issues as they arise. Additionally, grantees have been provided with group learning opportunities regarding issues common across COF funded agencies. All Policy & Advocacy grantees from Cycles 1 through 3 continue to meet quarterly with an interdepartmental First 5 LA staff team to further foster collaborative efforts among organizations, especially critical for policy and advocacy work. The meetings provide opportunities for peer learning, technical assistance, networking, and cross-project collaboration. A recent meeting included the introduction of six new Policy & Advocacy projects funded through Cycle 3.

IV. Cycle 4: Application and Review Process

Similar to Cycle 3, Cycle 4 employed a one-stage RFP application process as opposed to a Letter of Intent (LOI)/RFP two-stage application process as used in Cycles 1 and 2. This approach is supportive of a more streamlined grant review process.

Eligible agencies could apply for a maximum of \$150,000 for organizational capacity building activities to be distributed over a period of no more than three years.

A. Outreach

In preparation for Cycle 4, staff conducted outreach activities to communicate COF criteria to potential applicants. Outreach activities focused on organizations that have no history of funding with First 5 LA in order to successfully reach the requirement for 60% minimum proportion of new grantees from across Los Angeles County. The intent of COF outreach for Cycle 4 was to increase access to First 5 LA's funding resources by linking COF with underfunded organizational capacity building needs throughout Los Angeles County. Articles and announcements on the First 5 LA website were posted to promote COF, and to provide applicants information on the purpose and eligibility requirements, how to apply, general review criteria, and answers to frequently asked questions. Questions from the proposal workshop were accessible from the website and applicants in need of technical assistance could email or call staff for additional help.

B. Proposal Workshop

On March 15, 2010, following the outreach period, staff held a proposal workshop at the Metropolitan Water District headquarters where representatives of organizations from across Los Angeles County had the opportunity to learn more about the intent and requirements of the fund as well as how to apply. Over 120 individuals, many of whom represented organizations that had not previously received a First 5 LA grant, were in attendance. In addition to the information provided at the proposal workshop, Frequently Asked Questions (FAQs) were posted weekly on the First 5 LA website in response to submitted questions.

C. Proposal Phase

The proposal narrative required an in-depth explanation of how the applicant's proposed organizational capacity building activities would achieve their goals and how they would ultimately support the First 5 LA goals. The proposal also required an evaluation plan and timeline for implementation.

External Review

Proposals were submitted by 71 agencies by April 16, 2010. Proposals were comprised of the proposal narrative, a project budget, and other supporting financial documents. The proposals were reviewed by an external panel of reviewers to assess the different components of the applicants' submissions.

The external review panel was recruited from the nonprofit, public, and grantmaking sectors. From the pool of resumes submitted, staff selected 12 reviewers through a competitive selection process. Each participating reviewer was selected for his/her expertise in developing and/or implementing organizational capacity building programs, as well as his/her experience relating to one or more of the First 5 LA goals.

Each external reviewer rated all qualified proposals submitted utilizing a tool created by staff to measure the criteria outlined below. As was the case with previous cycles, proposal applicants were provided with the review tool as part of their proposal packets. This tool was also posted along with the RFP on the First 5 LA website. The reviewers participated in a training and orientation prior to beginning the review to develop consistency among reviewers' interpretation of the tool and to provide oversight of the process. Following individual scoring, reviewers on the external panel participated in a group consensus meeting. Consensus discussions allowed the reviewers to vet their individual evaluations with one another in relation to the criteria identified below.

The external panel members were responsible for reviewing and discussing the proposal narrative based upon the following criteria:

Organizational Experience and Capacity

1. Past and/or current experience related the selected First 5 LA goal statement
2. Applicant has the readiness to implement the project
3. Where appropriate, applicant demonstrates the availability of matching resources needed to implement the project
4. Demonstrates the capacity to manage all financial requirements related to the implementation of the project

Project Description

5. Overall project design is clear, logical and well-formulated
6. Clarity and detail in the project's activities and benchmarks
7. Organizational capacity building outcomes are clearly identified and are realistic
8. Applicant clearly describes how improvements in their organizational capacity will lead to changes in the selected First 5 LA goal
9. Applicant describes the organizational capacity needs that will be addressed and how they were determined
10. Applicant took an intentional and systematic approach to developing the project
11. Applicant demonstrates the overall viability of the project to achieve the described organizational capacity outcomes
12. Applicant adequately describes how changes created by the project will be sustained beyond the life of the grant
13. The proposed project budget is consistent with the activities described in the proposal

Project Evaluation and Monitoring

14. Alignment between evaluation data indicators and project benchmarks
15. Use of evaluation data to inform project

Internal Review

Following the external panel's review, staff conducted site visits of the top 38 ranked proposal applicants, which included a large pool of applicants new to First 5 LA. Staff utilized a site visit review tool drawn from criteria outlined in the proposal. Site visits allowed internal reviewers to gain additional knowledge regarding the applicant's relationship to its target community, its capacity and readiness to implement the proposed organizational capacity building project, the value added to the agency's ability to conduct policy activities or provide direct services, and to address specific questions that were identified during the external panel review process. Staff also ensured that all proposal applicants were in compliance with any past or current First 5 LA grants. Staff conducted a final internal consensus meeting to bring together the results of all of the review stages and confirm the final ranking of proposals.

Financial Review

The Finance Department reviewed financial documents including each agency's independent audit and/or IRS Form 990, operating budget, and the proposed project budget. Finance staff also assisted in identifying questions for the applicants.

Additional Review Considerations

At least 60% of selected agencies are required to have either no funding history with First 5 LA or be partnering with an organization new to First 5 LA. Staff met to confirm the final rankings and to discuss any concerns drawn from financial and external panel reviewer observations. This step complemented the external reviewer process and clarified the project as described in the proposal.

Proposal Recommendations

Twenty three proposal recommendations are recommended to the Board of Commissioners for Cycle 4 COF funding. A description of each recommended project is provided in Appendix A. The recommendations include a diversity of applicants and projects, each of which has been designed to contribute to the sustainability of one or more of the First 5 LA goals.

The selected applicants have exhibited strengths in relation to their organizational experience, relationship to their target population, project design, capacity to implement the proposed activities, and potential to affect the selected First 5 LA goal. They have each demonstrated success at the external, internal, and site visit levels of the review process.

V. Next Steps for COF Cycle 4

A. Feedback Opportunities for Applicants

Similar to the opportunity provided to those agencies declined in previous cycles, all proposal applicants not funded for this cycle will have an opportunity to discuss the review of their proposal.

B. Contract Negotiations

Following the approval of the recommended applicants by the Board of Commissioners, staff will begin contract negotiations with the selected applicants. Approved proposal applicants will be invited to attend a new grantee orientation in order to begin the grant agreement process. Attendees will also be informed of opportunities for grantee support and facilitated peer learning that will be available following contract finalization and throughout the grant duration.

The determination of the final selections and funding amounts awarded are dependent upon the Board of Commissioners approval as well as a successful grant agreement process. The grant awarded will not exceed the amount recommended, however in some cases it may be less depending on the final grant negotiation process.

VI. Conclusion of COF Cycles 1 through 4

A. Evaluation and Outcomes

COF was developed as part of the Open Grantmaking investment adopted by the Commission in November 2006 to address the capacity needs of organizations that support the 0-5 population. Evaluating the results of COF likewise is focused on the change in capacity that results from funding organizational capacity building projects as well as policy and advocacy activities. An initial allocation of \$13 million funded four cycles which will be concluded with the approval and implementation of the grant awards contained in this funding recommendation. Each grantee was required to set aside at least 8 percent of their budget for an internal evaluation. In addition, First 5 LA Research and Evaluation staff will conduct an initiative-wide evaluation to determine the efficacy of the COF approach. The evaluation methodology employed will utilize data from the CCAT assessment, review of the internal evaluations conducted by grantees and may include administration of a survey or interviews to collect data related to the changes in capacity. To the degree possible and appropriate, this data will be analyzed and reported in way that is consistent with First 5 LA's strategic pathways in the FY2009-2015 Strategic Plan.

B. Lessons Learned

During the implementation of COF Cycles 1 through 4, First 5 LA developed and refined a capacity for responsive grantmaking. In addition to the results of the outcomes-based evaluation above, lessons learned will be compiled and summarized to help inform future open grantmaking approaches including the potential expansion of COF or a COF-like fund in conjunction with the FY2009-2015 Strategic Plan implementation. Areas of reporting will include: 1) establishing the model for responsive grantmaking; 2) providing new areas of technical assistance to grantees; 3) applying evaluative learning in real time for COF and the Strategic Plan Implementation; and 4) interdepartmental implementation.

Appendix A
Applicants Recommended for Cycle 4 Funding

ORGANIZATIONAL CAPACITY BUILDING

California Healthy Marriages Coalition (CHMC)		<i>New</i>
First 5 LA Goals: <i>Children are safe from abuse and neglect</i> <i>Children are ready for kindergarten</i>		
Total Amount Requested (Not to exceed): \$149,998	Duration of Project: 2 years	
Service Planning Area(s): 4,6,7,8		
Project Summary		
<i>Project Title:</i> LA Family Strengthening Initiative		
<i>Brief Project Description:</i> CHMC seeks to increase the availability and access to high-quality, research-based Relationship Education programs throughout Los Angeles County through a network of coalition partners and regional initiatives. The project will teach families with children ages 0-5 the skills they need to create stable nurturing homes for their children that provide the environment needed for children to grow up safe, well-prepared for education, healthy, and ready to achieve their full potential.		
<i>Primary Activities:</i>		
<ul style="list-style-type: none"> ○ Solidify relationships with current Los Angeles County based CHMC partners to expand their services to include parenting education classes and form partnerships with community and faith-based organizations. ○ Plan and coordinate four facilitator trainings, three in the first year of the project and one in the second year of the project. These three day trainings will certify facilitators to teach the “Love’s Cradle” and “1, 2, 3, 4 Parents!” curriculum components of CHMC’s Parenting Education program ○ Develop marketing campaign for the Parenting Education program targeted to Los Angeles County. Specific marketing tools developed will include print materials (brochures, jumbo postcards, touch cards, and posters), ad templates (interior and exterior bus signs and kiosk signs), and web-based marketing templates (email and website) ○ During the second year of the project, CHMC will identify and assess potential corporate and foundation funding sources to support the implementation of direct Parenting Education services 		

Child and Family Center		<i>New</i>
First 5 LA Goal: <i>Children are ready for kindergarten.</i>		
Total Amount Requested (Not to exceed): \$150,000	Duration of Project: 3 years	
Service Planning Area: 2		
Project Summary		
<i>Project Title:</i> Therapeutic Preschool Initiative		
<i>Brief Project Description:</i> The Therapeutic Preschool Initiative will develop the capacity for a Therapeutic Preschool program for children ages 3-5 who demonstrate behavioral problems so severe that they cannot be sufficiently addressed in existing public preschool programs. The program will be developed in partnership with the four Santa Clarita Valley school districts.		
<i>Primary Activities:</i>		
<ul style="list-style-type: none"> ○ Hire a Program Developer to take the steps necessary to build the organization's capacity to offer a therapeutic preschool program to four school districts in the Santa Clarita Valley ○ Meet with and convene partners in support of the project. The Program Developer will convene all partners at least monthly (and meet individually as needed) to address the numerous programmatic, logistical, and funding details necessary to launch the program ○ Secure the appropriate program space, which will require site visits, extensive discussion with program partners, and assessment of space in respect to licensing guidelines and accessibility for families ○ Develop enrollment criteria and process including conducting a direct assessment of children who may be potential students ○ Develop and conduct an assessment of the impact of high-need students on preschool classrooms, identifying the cost and benefit of maintaining them in the existing structure as well as the needs of preschool teachers in meeting the needs of these children ○ Implement licensing process ○ Secure the financial support required for the program 		

Child Care Resource Center (CCRC)		<i>Existing</i>
First 5 LA Goal: <i>Children are ready for kindergarten</i>		
Total Amount Requested (Not to exceed): \$150,000	Duration of Project: 2 years	
Service Planning Areas: 1,2		
Project Summary		
<i>Project Title:</i> Social Enterprise Expansion		
<i>Brief Project Description:</i> CCRC through the Social Enterprise Expansion seeks to build capacity to diversify funding streams, decrease dependence on government contracts and private foundations through increasing earned-income opportunities including expanding current social enterprise activities of providing education and training for parents, professionals, and child care providers for a fee. The income from these social enterprises will be used to provide school readiness activities and services to low-income, primarily Hispanic families with children 0–5 years old, while providing additional services for children and families beyond what their contracts currently allow.		
<i>Primary Activities:</i>		
<ul style="list-style-type: none"> ○ Hire a staff member to coordinate and support current social enterprise projects ○ Support the current social enterprise projects through market research, marketing, and evaluation ○ Refinement of an accounting process for income and expenses ○ Engage staff and Board members in the business development process of generating ideas, market research and testing, creating a feasibility plan and budgets, and choosing projects to implement ○ Receive legal counsel on the appropriate legal structures for expanded social enterprises 		

Child Development Consortium of Los Angeles (CDCLA)		<i>New</i>
First 5 LA Goal: <i>Children are ready for kindergarten</i>		
Total Amount Requested (Not to exceed): \$144,177	Duration of Project: 3 years	
Service Planning Area(s): 2,3,4,6,7,8		
Project Summary		
<i>Project Title:</i> Early Childhood Educator Leadership Capacity Building Project		
<i>Brief Project Description:</i> The Early Childhood Educator Leadership Capacity Building Project will increase the leadership capacity of early childhood development leaders with the purpose of improving the quality of childhood development services in Los Angeles County. CDCLA will implement a comprehensive professional growth program to support emerging leaders, improve the skills of existing supervisors, and create a cadre of knowledgeable trainers from within CDCLA.		
<i>Primary Activities:</i>		
<ul style="list-style-type: none"> ○ Implement a comprehensive, customized professional growth program to prepare line staff for supervisory and management positions within the organization through three series trainings including: 1) Supervisory Skills Series; 2) Site Director Series; and 3) Coordinator/Specialist Series ○ Provide training opportunities to current site supervisors, specialists, and coordinators in order to increase their effectiveness in their current positions and to develop leadership abilities ○ Create a cadre of trainers from within the organization to provide professional development workshops for classroom staff that is high quality and consistent with the organization's philosophy and curriculum 		

Child Development Institute		<i>New</i>
First 5 LA Goal: <i>Children are ready for kindergarten</i>		
Total Amount Requested (Not to exceed): \$150,000	Duration of Project: 1 year	
Service Planning Area(s): 2		
Project Summary		
<i>Project Title:</i> Building Capacity Through Volunteerism		
<i>Brief Project Description:</i> The Building Capacity Through Volunteerism project will enhance organizational capacity to prepare Canoga Park children for kindergarten via recruitment and training of local volunteers who will support developmental play in a new early childhood center, identify children in need of assessment and intervention, and link children with professional staff for assistance.		
<i>Primary Activities:</i>		
<ul style="list-style-type: none"> ○ Develop recruitment/service-learning partnerships with at least seven local organizations, including schools, colleges, universities and other community agencies ○ Recruit Canoga Park adults and high school and college students to serve as volunteers at the Early Learning Center ○ Enable volunteers to serve as facilitators of developmental play ○ Increase awareness for volunteers of childhood risk factors and developmental issues in order for them to work wth staff to make appropriate referrals to professional services when needed ○ Provide initial training for each volunteer, thus promoting their ability to support kindergarten readiness among local children 		

Community Health Councils (CHC)		<i>New</i>
First 5 LA Goal: <i>Children maintain a healthy weight</i>		
Total Amount Requested (Not to exceed): \$150,000	Duration of Project: 2 years	
Service Planning Area(s): 6,8		
Project Summary		
<i>Project Title:</i> CHC's Organizational Capacity Building Project		
<i>Brief Project Description:</i> The CHC's Organizational Capacity Building Project will establish the internal capacity of the organization to conduct and provide GIS mapping and Health Impact Assessments to reduce rates of childhood obesity of underserved children ages 0-5. These two analytical tools will be piloted in reviewing the permanent ordinance for the regulation of fast-food restaurants and community plan update for SPA 6.		
<i>Primary Activities:</i>		
<ul style="list-style-type: none"> ○ Provide (1) the technology and develop the internal skills to strengthen the organization's core function and (2) diversify the organization's funding by adopting, applying, and marketing technical assistance using GIS mapping and Health Impact Assessments ○ Purchase GIS mapping system ○ Provide training required for GIS mapping for community based policy analysis, development, and advocacy related to issues impacting the health and well-being of underserved children and families ○ Conduct staff training and the piloting of a Health Impact Assessment (HIA) study in consultation with known experts and CHC's existing study coalition. The application of these two analytical tools will be piloted to engage, inform, and influence the impacted community and policy makers in reviewing the permanent ordinance and community-plan update recommendations for the regulation of fast-food restaurants in the West Adams/Baldwin Hills/Leimert Park, South, and Southeast Community Planning Areas of the City. 		

Eisner Pediatric & Family Medical Center		<i>Past</i>
First 5 LA Goal: <i>Babies are born healthy</i>		
Total Amount Requested (Not to exceed): \$149,030	Duration of Project: 2 years	
Service Planning Area(s): 4,6,7		
Project Summary		
<i>Project Title:</i> Health Information Technology (HIT)-Enabled Perinatal Quality Management System (QMS)		
<i>Brief Project Description:</i> Eisner Pediatric & Family Medical Center's project will support the development of the infrastructure needed to implement a HIT-Enabled Perinatal QMS in order to collect, analyze, document, and report on perinatal quality of care data. This will result in the integration of quantitative and qualitative measures associated with four dimensions of effectiveness: Quality of care standards, health outcomes (maternal and neonatal), patient satisfaction and compliance, and provider satisfaction and motivation.		
<i>Primary Activities:</i>		
<ul style="list-style-type: none"> ○ Implement HIT installation, training, modeling, and piloting and begin integrating quality management frameworks, instruments, methods, and approaches ○ Conduct utilization-focused process and implementation evaluations ○ Develop and approve the proposed Perinatal QMS that will be used to collect, analyze, document, and report on perinatal quality of care data ○ Integrating quantitative and qualitative measures associated with four dimensions of effectiveness: Quality of care standards, health outcomes (maternal and neonatal), patient satisfaction and compliance, and provider satisfaction and motivation ○ Recruit, hire, and train Perinatal Data Coordinator ○ Develop QMS Toolset prototype ○ Implement i2iTracks Perinatal Module, a chronic disease and health management system ○ Finalize, distribute, and adopt QMS Toolset to perinatal providers, staff, and other interested stakeholders 		

Exceptional Children’s Foundation (ECF)		<i>New</i>
First 5 LA Goal: <i>Children are ready for kindergarten</i>		
Total Amount Requested (Not to exceed): \$150,000	Duration of Project: 3 years	
Service Planning Area(s): 1,2,3,4,5		
Project Summary		
<i>Project Title:</i> Early Start Capacity Building		
<i>Brief Project Description:</i> ECF’s Early Start Capacity Building project will include two distinct components: 1) a needs assessment for an Early Child Development Center in Arleta to document service needs for children 0-5 and their families; and 2) increase ECF's ability to diversify and develop funding streams for early intervention services. The improved capacity of the Early Start program will improve child readiness for kindergarten within the targeted community.		
<i>Primary Activities:</i>		
<ul style="list-style-type: none"> ○ Hire Fund Development Coordinator ○ Develop a needs assessment for the Early Child Development Center in Arleta to document service needs for children birth to age five and their families ○ Create marketing materials and presentations regarding early childhood education and development for target groups of resource bearers, including potential service collaborators, businesses, elected leaders, and potential funders ○ Develop a volunteer advisory group for Early Start to include parents, service area residents, community business owners, service providers, faith-based leadership and elected officials or their representatives ○ Develop ECF’s new young leaders fundraising group, a committee of young professionals, many of whom have children themselves, who will identify with our mission and help us identify new donors interested in early childhood development and early intervention in developmental disabilities ○ Utilize social marketing outlets to conduct a cost-effective interactive program development and marketing campaign ○ Increase visibility and arrange for site visits by public/private funders and elected and appointed officials ○ Identify and cultivate new and ongoing funding streams, such as Head Start, subsidized child care, Mental Health Services Act (MHSA) funding, and Los Angeles Universal Preschool 		

FamiliesFirst, Inc. (d.b.a. Hollygrove)		<i>New</i>
First 5 LA Goal: <i>Children are safe from abuse and neglect</i>		
Total Amount Requested (Not to exceed): \$150,000	Duration of Project: 3 years	
Service Planning Area(s): 4		
Project Summary		
<i>Project Title:</i> Hollygrove Organizational Capacity Building		
<i>Brief Project Description:</i> Hollygrove seeks to build capacity among its leadership and key staff in the area of evidence-based clinical applications and interventions appropriate for children 0-5 and their families. To develop the knowledge base of their employees, Hollygrove proposes training five master's-level clinical staff and a Clinical Program Manager in early childhood.		
<i>Primary Activities:</i>		
<ul style="list-style-type: none"> ○ Conduct training days for the Clinical Program Manager and clinical staff to establish a baseline familiarity and theoretical framework of early childhood development, family functioning, parenting/child relationships, risk factors, behavioral and mental health issues and general principles of clinical observation skills specific to this young population ○ Learn how to employ the recognized screening, diagnosis and assessment tools for the 0 to 5 population. In addition to the Child and Adolescent Needs and Strengths Assessment screening tool, staff will be trained in the use of additional screening, diagnostic and assessment tools for the birth to 5 age group. ○ Train staff in two evidence-based practices: The Incredible Years parenting program and Parent Child Interactive Therapy ○ Provide staff Reflective Practice Facilitation (RPF) training through monthly practice groups facilitated by a licensed professional with expertise in early childhood mental health ○ Collect data on staff who are trained and who obtain certificates of completion from their participation in project activities 		

Free Arts for Abused Children		<i>Past</i>
First 5 LA Goal: <i>Children are safe from abuse and neglect</i>		
Total Amount Requested (Not to exceed): \$150,000	Duration of Project: 3 years	
Service Planning Area(s): All SPA's		
Project Summary		
<i>Project Title:</i> Program Manager		
<i>Brief Project Description:</i> Free Arts for Abused Children’s project is to add a Program Manager to their staff in order to increase organization’s programmatic organizational capacity for children 0-5 by developing program evaluation and a standardization of systems. This will provide effective internal leadership and build stronger collaborative relationships with Free Arts partner agencies. Abused children that are supported by the organization will receive improved services as a result of the capacity building project.		
<i>Primary Activities:</i>		
<ul style="list-style-type: none"> ○ Free Arts’ Program Manager will develop evaluation tools to be used in each of Free Arts four core programs ○ Develop the ability of program staff to perform program evaluation activities and synthesize the data, produce reports, and develop strategies based on information collected ○ The Program Manager will ensure that all program staff are trained in the evaluation methods to be used and will oversee all staff training on evaluation methods ○ Program Manager will complete Free Arts’ staff leadership team. The leadership team of three will meet regularly to share project progress and new opportunities ○ Develop program standards handbooks that will leverage Free Arts’ training process for new staff and ensure the development and documentation procedures/practices for each program is made more effective 		

Hillsides		<i>New</i>
First 5 LA Goal: <i>Children are safe from abuse and neglect</i>		
Total Amount Requested (Not to exceed): \$150,000	Duration of Project: 3 years	
Service Planning Area(s): 3,4		
Project Summary		
<i>Project Title:</i> Proyecto Bondad		
<i>Brief Project Description:</i> Proyecto Bondad aims to provide the specialized training for staff in evidence-based and promising dyadic mental health models for families with children 0-5 along with adjunctive 0-5 competency training. Through the Proyecto Bondad project, Hillsides hopes to meet First 5 LA's goal: Children are safe from abuse and neglect.		
<i>Primary Activities:</i>		
<ul style="list-style-type: none"> ○ Train six clinicians in the assessment, screening and beginning dyadic work. The activities within this time period will focus on completion of training in the following models and 0-5 domains: Child Parent Psychotherapy; DC 0-3R & ICARE assessments; Assessment and Observation; Childhood Development; and Triple P Parenting ○ Build on training within the eight targeted domains to correspond to the stage of treatment for new clients under Proyecto Bondad, and continue training in the dyadic models Biological and Psychological Factors, Interaction Guidance, and Parenting and Caregiving ○ Supervisors will receive training in reflective supervision ○ Staff will receive training in the Developmental, Individual Difference, Relationship-based (DIR®/Floortime™) Model, risk and resiliency, interdisciplinary collaboration, and ethics 		

Intercommunity Child Guidance Center dba The Whole Child		<i>Existing</i>
First 5 LA Goal: <i>Children are safe from abuse and neglect</i>		
Total Amount Requested (Not to exceed): \$150,000	Duration of Project: 3 years	
Service Planning Area(s): 7		
Project Summary		
<i>Project Title:</i> Building Knowledge		
<i>Brief Project Description:</i> The Whole Child's Building Knowledge project will involve two organizational capacity building components: 1) staff development through investing in their staff leadership team to become both more efficient and effective in serving children in need, and 2) infrastructure development to support the adoption of the evidence-based practice The Incredible Years.		
<i>Primary Activities:</i>		
<ul style="list-style-type: none"> ○ Birth to Five staff will be trained in The Incredible Years curriculum for reducing aggression and behavior problems in early childhood ○ Staff and the Program Director will participate in on-going consultation calls and visits with the trainer to attain Group Leader Certification ○ The Program Director will continue to obtain consultation and training in order to become a Mentor/Trainer, thus ensuring sustainability of the program ○ Implement assessment, evaluation measures, and processes for infrastructure development which will include a database for on-going evaluation of program and group leader effectiveness and fidelity of the evidence-based practice model 		

Jumpstart for Young Children		<i>New</i>
First 5 LA Goal: <i>Children are ready for kindergarten</i>		
Total Amount Requested (Not to exceed): \$150,000	Duration of Project: 3 years	
Service Planning Area(s): 2,3,4,5,6,7		
Project Summary		
<i>Project Title:</i> Jumpstart Strategic Growth Initiative		
<i>Brief Project Description:</i> Jumpstart engages college students in service to young children, ages 3-5, from low-income communities to help them build their language, literacy, social, and initiative skills. Jumpstart, through the Strategic Growth Initiative, will hire a Development Manager to increase the fundraising capacity and diversify the funding streams of the organization. This will directly increase Jumpstart’s ability to serve more children throughout Los Angeles County.		
<i>Primary Activities:</i>		
<ul style="list-style-type: none"> ○ Hire Development Manager and conduct training ○ Develop donor database and establish fundraising priorities ○ Launch annual fundraising appeal campaign (year-end and spring) ○ Cultivate new relationships with individual, corporate, and foundation funders ○ Enhance proposal submission and follow up activities with funders including providing update reports to donors ○ Work toward meeting the annual revenue goal that corresponds with the organization’s overall strategic plan for the Los Angeles area 		

Junior Blind of America (JBA)		<i>New</i>
First 5 LA Goal: <i>Children are safe from abuse and neglect</i>		
Total Amount Requested (Not to exceed): \$132,979	Duration of Project: 2 years	
Service Planning Area(s): All SPA's		
Project Summary		
<i>Project Title:</i> Family Strengthening Project		
<i>Brief Project Description:</i> JBA's Family Strengthening Project will enhance capacity to prevent abuse/neglect of disabled children 0-5 in Los Angeles County through development of staff capacity to identify stressors linked to abuse/neglect and communicate this knowledge to parents; develop referrals/linkages to help parents access support; and build capacity to provide respite care services.		
<i>Primary Activities:</i>		
<ul style="list-style-type: none"> ○ Develop staff capacity through quarterly training sessions to identify stressors linked to child abuse and neglect and to communicate this knowledge to parents. JBA will provide training to all 15 of the child development specialists on staff regarding the prevention of abuse and neglect, including information about stressors, protective factors and available resources for parents. ○ Train child development specialists to lead parent education workshops on child development, stressors, protective factors and methods for building and maintaining resilience ○ Develop a system of referrals and linkages to help parents of children with disabilities to access support services that help alleviate stressors and build protective factors, including access to food vouchers, mental health and counseling services, and support groups ○ Conduct needs assessment on the types of referrals and the types of referral systems needed for this expansion of program services ○ Develop capacity to provide respite care services to promote parent resilience and thus reduce the likelihood of abuse and neglect 		

Long Beach Early Childhood Education Committee		<i>New</i>
First 5 LA Goal: <i>Children are ready for kindergarten</i>		
Total Amount Requested (Not to exceed): \$150,000	Duration of Project: 3 years	
Service Planning Area(s): 8		
Project Summary		
<i>Project Title:</i> The Long Beach ECE Committee Capacity Building Project		
<i>Brief Project Description:</i> The Long Beach ECE Committee Capacity Building Project will address key growth and evolutionary needs of the committee through an asset-based approach and using appreciative inquiry. Capacity needs will be addressed strategically and will enable the committee to become stronger and more robust and thus better able to fulfill its mission of ensuring that all children in Long Beach grow up healthy, safe, and educated.		
<i>Primary Activities:</i>		
<ul style="list-style-type: none"> ○ Facilitate a series of discussions using appreciative inquiry approach. Using an asset-based approach rather than a needs-based approach to the ECE Committee’s capacity building process will ensure greater buy-in from all of its members and stakeholders and ultimately greater success ○ Determine recommended actions regarding the agency’s organizational and human resources structure ○ Develop recommendations for improved leadership and governance ○ Put plans into place regarding fund development and stakeholder engagement keeping in mind long-term sustainability ○ Assign priorities to the specific recommendations and plans. The ECE Committee will identify who is responsible for each action, specify the deliverable, and set a timetable. 		

Low Income Investment Fund (LIIF)		<i>New</i>
First 5 LA Goal: <i>Children are ready for kindergarten</i>		
Total Amount Requested (Not to exceed): \$150,000	Duration of Project: 2 years	
Service Planning Area(s): All SPA's		
Project Summary		
<i>Project Title:</i> Constructing Connections Los Angeles (CCLA)		
<i>Brief Project Description:</i> LIIF's CCLA project will improve the organization's ability to prepare children for kindergarten by increasing organizational capacity to better serve early care and education operators (ECE) in areas such as business development, program operations, and green and sustainable building practices. With this additional capacity, CCLA will be able to provide a centralized resource for ECE operators, helping them to strengthen core business practices and develop healthier and cost-effective early care and education facilities for children ages 0-5 throughout Los Angeles County.		
<i>Primary Activities:</i>		
<ul style="list-style-type: none"> ○ Support a minimum of two Constructing Connections staff to attend at least two ECE business development classes on a quarterly basis for a minimum of eight classes. Training topics will include: 1) Marketing & Advertising for Entrepreneurial Businesses; Business & Financial Management; Business Strategies and Projections; Business Shared Services ○ Assess applicability of CCLA's existing Salesforce database for energy efficiency tracking and reporting for ECE facilities and hire consultant to customize database or identify new tracking system ○ Hire consultant to assist with the development of a sustainability plan ○ Implement business and sustainability plans 		

Proyecto Pastoral at Dolores Mission		<i>Past</i>
First 5 LA Goal: <i>Children are ready for kindergarten</i>		
Total Amount Requested (Not to exceed): \$150,000	Duration of Project: 3 years	
Service Planning Area(s): 4		
Project Summary		
<i>Project Title:</i> Organizational Capacity Building Grant		
<i>Brief Project Description:</i> Proyecto Pastoral through the Organizational Capacity Building Grant seeks to build its organizational advocacy capacity by developing an advocacy agenda to increase kindergarten readiness for the children it serves. The organization seeks to increase organizational commitment to advocacy and building an advocacy base to promote articulation between its ECE centers, the feeder elementary schools, and the surrounding community.		
<i>Primary Activities:</i>		
<ul style="list-style-type: none"> ○ Hire Advocacy Coordinator ○ Engage in a planning process for policy and advocacy. The Process will begin with a needs assessment initiated by current Parent Ambassadors and involving door-to-door outreach and focus groups with multiple stakeholders; planning meetings with partner organizations; and policy analysis. ○ Conduct two planning retreats with staff, board members, close partner organizations, parents, and community members ○ Provide intensive advocacy training for lead staff, parents, and at least one board member ○ Provide training to new parents on issues related to early childhood development and education that influence school readiness, networking, communication, advocacy strategies, and other topics that build a knowledge base and experience in developing advocacy tools ○ Develop an advisory committee comprised of Parent Ambassadors and other stakeholders to guide advocacy efforts ○ Participate in The <i>Los Angeles</i> Preschool Advocacy Initiative (LAPAI) ○ Train all parents in the Abriendo Puertas advocacy program ○ Identify organizations that share similar advocacy objectives, and develop partnerships to advance these objectives ○ Develop advocacy tools and collateral materials to be used in implementation of advocacy 		

South Central Los Angeles Ministry Project (LAMP)		<i>Existing</i>
First 5 LA Goal: <i>Children are ready for kindergarten</i>		
Total Amount Requested (Not to exceed): \$150,000	Duration of Project: 2 years	
Service Planning Area(s): 6		
Project Summary		
<i>Project Title:</i> Licensing and Fund Development Capacity Building		
<i>Brief Project Description:</i> The Licensing and Fund Development Capacity Building project expands the capacity of LAMP's Early Childhood Education program through the hiring of a consultant to coordinate the licensing of their infant and toddler program and proposals for public funding and expand their revenue base with a diverse fund development strategy. To accomplish these goals, LAMP will hire two new positions: an Early Childhood Education Consultant and a Director of Development.		
<i>Primary Activities:</i>		
<ul style="list-style-type: none"> ○ Review State licensing guidelines with representative from Department of Community Care Licensing ○ Conduct needs assessment of existing infant and toddler program in respect to licensing requirements ○ Begin application process and create plan for complying with all application requirements ○ Develop a financial plan as it relates to the impact of licensing expansion ○ Begin preparation of a Plan of Operation for the infant and toddler program, which will contain the program methods, goals, admission policies, procedures, and agreements, the administrative and staffing plan, a sketch of the building, sample menus and transportation arrangements ○ Hire Director of Development ○ Prepare and submit documents to Department of Community Care Licensing as required ○ Develop training materials for staff ○ Investigate potential sources of public funding, such as Early Head Start and Title V and develop materials necessary to meet funder requirements 		

St. Anne's		<i>Existing</i>
First 5 LA Goal: <i>Children maintain a healthy weight</i>		
Total Amount Requested (Not to exceed): \$150,000	Duration of Project: 2 years	
Service Planning Area(s): All SPAs		
Project Summary		
<i>Project Title:</i> Technology Infrastructure Enhancement		
<i>Brief Project Description:</i> St. Anne's is undertaking the two-year Technology Infrastructure Enhancement project to achieve a faster, increased capacity information technology system; state-of-the-art program billing; data planning; and development and implementation activities to increase St. Anne's operational functioning in the information technology, program and finance arenas to improve services for children 0-5.		
<i>Primary Activities:</i>		
<ul style="list-style-type: none"> ○ Implement Electronic Health Record System (EHRS) for improved tracking of children 0-5 ○ Implement migration from paper-based care to a web-based EHRS consisting of progress note documentation, child appointment/scheduling, electronic billing, reporting and accounting reconciliation conforming with Los Angeles County, State of California and Federal standards ○ Upgrade accounting software, including software's purchase, implementation, testing and training ○ Provide initial system training relevant to program staff including appointment/scheduling, progress note entry, treatment plans and report generation for parents with young children ○ Provide initial post-implementation training to accounting users, as well as live technical support ○ Conduct fundraising activities to generate initial and ongoing matching funds to support the technology infrastructure and personnel for the project 		

St. John's Well Child and Family Center, Inc.		<i>Existing</i>
First 5 LA Goal: <i>Babies are born healthy</i>		
Total Amount Requested (Not to exceed): \$149,650	Duration of Project: 2 years	
Service Planning Area(s): 4,6		
Project Summary		
<i>Project Title:</i> St. John's Operational Capacity Building Project		
<i>Brief Project Description:</i> St. John's Operational Capacity Building Project will integrate an electronic health record model into perinatal and pediatric services and programs across a 10-clinic network to effectively address clinic and patient needs.		
<i>Primary Activities:</i>		
<ul style="list-style-type: none"> ○ Conduct process and functional analyses by reviewing all clinic services and programs related to perinatal and pediatric population ○ Review all components of Case Management services and Community Health Workers for perinatal and pediatric care ○ Conduct impact analysis utilizing process maps and worksheets to assess and redesign the physical layout of the clinics ○ Hire staff development and training consultant to develop and design customized training modules ○ Provide individual and group trainings on new systems, new data collection protocols, and reporting ○ Adoption by the clinic network of the new system specific to perinatal and pediatric services and programs, including simulations of all systems, including data input and report generation 		

The Children's Law Center of Los Angeles (CLC)		<i>New</i>
First 5 LA Goal: <i>Children are safe from abuse and neglect</i>		
Total Amount Requested (Not to exceed): \$150,000	Duration of Project: 3 years	
Service Planning Area(s): All SPA's		
Project Summary		
<i>Project Title:</i> Building Strong Relational Well-being Between Teen Parents in Foster Care and their Babies		
<i>Brief Project Description:</i> CLC's project will result in the organization-wide training of their entire staff of attorney and investigators on the special needs of children (ages 0-5) of teen parents as they participate in reunification efforts ordered by the court. CLC staff will gain new insights into the obstacles that prevent successful reunification of teen parents with their infants including medical issues, educational challenges, and specific developmental needs of infants.		
<i>Primary Activities:</i>		
<ul style="list-style-type: none"> ○ Train investigators on evidence-based techniques in obtaining critical information through observation skills and increased awareness of important milestones and quality of engagement ○ Train all attorneys and investigators on strategies to support babies born to teens and their teen parents ○ Conduct infant client visits with a focus on the quality of the caregiver/parent engagement with the infant and support methods of improving engagement ○ Provide attorneys with tools necessary to focus legal representation on improving well-being of babies born to teen parents in foster care ○ Educate investigators and attorneys with current strategies within local communities aimed at preserving young families and preventing abuse and neglect of infants ○ Develop evaluation process and establish outcome measures ○ Collect data to support evidence-based approaches to family-centered legal representation for teen parents and infant clients ○ Host advocacy Summit to discuss lessons learned from new investigative techniques and share best practices with county agencies, other community advocates, and the court ○ Issue report of lessons learned and recommendations for system improvement 		

The Early Childhood Parenting Center (ECPC)		<i>New</i>
First 5 LA Goal: <i>Children are safe from abuse and neglect</i>		
Total Amount Requested (Not to exceed): \$48,429	Duration of Project: 2 years	
Service Planning Area(s): 4,5		
Project Summary		
<i>Project Title:</i> ECPC Capacity Building Project		
<i>Brief Project Description:</i> The ECPC Capacity Building Project will develop the organization's Board of Directors, and will support the development and implementation of a strategic plan and fundraising activities. This improvement in the organization's capacity will help ECPC further its mission and address the needs of the homeless families with young children in the Santa Monica area reducing the risk of abuse and neglect within these families..		
<i>Primary Activities:</i>		
<ul style="list-style-type: none"> ○ Assist Board of Directors in retaining current members and in recruiting new members ○ Develop governance plan as well as new strategic plan in order to support the organization's transition toward greater organizational capacity ○ Develop and implement fundraising plan to increase the organization's financial resource ○ Train Board members on building the organizational staff ○ Train Board members on essential Board duties including Board governance, fundraising, and leadership ○ Implement Board development plan, governance plan, and strategic plan 		

Worksite Wellness LA (WWLA)		<i>New</i>
First 5 LA Goal: <i>Babies are born healthy</i>		
Total Amount Requested (Not to exceed): \$150,000	Duration of Project: 3 years	
Service Planning Area(s): 4,6,7		
Project Summary		
<i>Project Title:</i> Building Capacity for Preconception Health and Healthy Babies		
<i>Brief Project Description:</i> Worksite Wellness LA will launch an outreach campaign, recruit new board members, and develop organizational partners to build capacity to deliver the preconception care program. The organization's capacity to evaluate the preconception care program will be expanded by improving their database and tracking capabilities.		
<i>Primary Activities:</i>		
<ul style="list-style-type: none"> ○ Recruit new board members and provide board training to enhance the capacity of the organization to support the expansion of the preconception care program ○ Identify and pursue sustainable funding strategies and sources ○ Develop and implement a marketing plan to promote WWLA's programs and build partnerships ○ Improve the organization's data tracking and evaluation methods ○ Develop a strategic plan to guide the organization in the next three years ○ Revise and improve curricula to promote healthy births ○ Develop additional organizational partnerships to offer programs to a greater number of women of child-bearing age in order to promote healthy births 		

Appendix B Proposal Questions

Organizational Experience and Capacity

- Describe your organization's mission.
- Describe your organization's experience related to at least one of the First 5 LA goals listed above including the target population related to the goal.
- If applicable, describe previous capacity building efforts that have led to identifying your agency's current capacity building needs.
- If applicable, demonstrate the availability of matching resources needed to implement the project.
- Demonstrate the capacity to manage all financial requirements related to the implementation of the project.

Project Description

- Select which of the First 5 LA goals your project will support.
- What are the organizational capacity building needs the project addresses and how were they determined?
- Summarize your project, including the organizational capacity outcome(s) that will be achieved.
- Describe how these changes in your organization's capacity will lead to improvements in the First 5 LA goal you have selected.
- What are the primary organizational capacity building activities you are proposing to implement with the project? Include a timeline for the activities. (*Activities refer to the actions and processes that your organization would implement to achieve results*)
- What will be the key benchmarks or milestones you will achieve in this organizational capacity building project as a result of the proposed activities? (*Benchmarks or milestones are important activities or events that occur on the way to achieving your organizational capacity outcomes*)
- What resources does your organization bring to the project and how will this grant allow you to secure additional resources to implement the project activities? (*Resources refer to the organization's strengths, materials, or capacities such as staff, organizational experience, data, etc.*)
- Describe how the proposed organizational capacity building activities are consistent with organizational capacity building as defined by COF.
- Describe how changes created by the project will be sustained beyond the life of the grant.

Project Evaluation and Monitoring

- What data will you collect to ensure that you arrive at the benchmarks and achieve the organizational capacity building outcome(s) described in the previous section?
- Will you utilize an outside evaluator, or does your organization have sufficient internal expertise to evaluate the project?

Appendix C

Previous Grantees

Cycle One Grantees

Capacity Building

Bienvenidos Children's Center
Catholic Healthcare West
Community Health Alliance of Pasadena
Connections for Children
Foothill Family Service
Friends of the Family
INMED Partnerships for Children
Long Beach Day Nursery
Mothers Club Community Center Inc
Para Los Niños
Westside Children's Center Inc.

Policy and Advocacy

California Center for Public Health Advocacy
LA County Perinatal Mental Health Taskforce
(led by LA Best Babies Network)
Los Angeles Gay and Lesbian Community Services Center

Cycle Two Grantees

Capacity Building

Center for Nonviolent Education and Parenting
Child Care Information Service
Counseling 4 Kids
The Help Group Child and Family Center
Miller Children's Hospital Lactation Support Program
Mission City Community Network
Pathways LA
QueensCare Family Clinics
South Central Los Angeles Regional Center
The Village Family Services
Venice Family Clinic
Westside Infant-Family Network

Policy and Advocacy

Breastfeeding Taskforce of Greater LA
Community Coalition Prevention Network
and Casey Family Programs Collaborative
Maternal and Child Health Access
and Community Clinic Association of LA County

Cycle Three Grantees

Policy and Advocacy

Advancement Project

Alliance for a Better Community

Asian and Pacific Islander Obesity Prevention Alliance (APIOPA)

Children's Hospital Los Angeles

Great Beginnings for Black Babies Inc.

Historic Filipino Health Network Collaborative