



Champions For Our Children

Community Opportunities Fund

Cycle Two
Funding Recommendations Report

Prepared for:

Board of Commissioners Meeting
November 13, 2008

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I. Executive Summary

First 5 LA staff are recommending to the Board of Commissioners approval of funding for 15 agencies through the second cycle of the Community Opportunities Fund (COF) for a total award amount of \$3,192,472 including over \$2 million to be invested in agencies or collaboratives new to First 5 LA.

In July 2008, First 5 LA received 137 letter of intent (LOI) submissions for the second cycle. Following LOI review, staff selected 28 applicants to submit full proposals which were reviewed both internally and externally resulting in the selection of the 15 recommended applicants, listed below, and described within Appendix A.

COF provides grants to impact outcomes within three broad funding areas: supportive parents and caregivers, good health (oral health, physical activity, and nutrition), and prevention of unintentional injuries. These outcomes are impacted through two types of activities supported by COF – organizational capacity building and policy and advocacy.

Following approval of first cycle funding of 14 agencies in April 2008, staff embarked upon a reflective process to assess potential revisions to the application and review documents and processes for Cycle Two. Staff were grateful to Commission Liaisons Au, McCroskey, and Williams for further informing the reflection process. These revisions, detailed in Section III of this report, have benefited the rollout of the second funding cycle, and have significantly impacted the outreach, timeline, application, and selection processes.

Following final funding decisions by the Board of Commissioners, next steps for staff will include: 1) Cycle Two grantee contract negotiations and 2) implementation of their individual grantee support and technical assistance plan. Staff, in consultation with Commissioner Liaisons, will also be conducting a further assessment of the second funding cycle process in coordination with planning for the rollout of the remaining two cycles. This assessment will include a review of the current outreach, application, and selection processes.

Cycle Two Recommended Applicants

Organizational Capacity Building

1. Center for Nonviolent Education and Parenting
2. Childcare Information Service
3. Counseling 4 Kids
4. The Help Group Child and Family Center
5. Miller Children's Hospital Lactation Program
6. Mission City Community Network
7. Pathways LA
8. QueensCare Family Clinics
9. South Central Los Angeles Regional Center
10. Village Family Services
11. Venice Family Clinic
12. Westside Infant-Family Network

Policy and Advocacy

1. Breastfeeding Taskforce
2. Community Coalition
3. Maternal and Child Health Access

II. Community Opportunities Fund Background

First 5 LA's Community Opportunities Fund (COF), as approved in the November 2006 Open Grantmaking Implementation Plan, established a new funding mechanism for the Commission. COF reflects a responsive giving philosophy with a focus on funding change within communities through two sustainable approaches: organizational capacity building and policy and advocacy.

COF was developed out of the Open Grantmaking investment area to address changing social trends and allow flexibility to respond to community-specific needs. While COF allows for a large degree of flexibility in project design, all COF applicants must present a viable pathway for reaching the specific long-term outcomes identified by First 5 LA.

A total of \$13 million was allocated to COF with \$3.25 million available for each of the four funding cycles.

A. Long-Term Outcomes

As approved in the Implementation Plan, COF is intended to impact 13 specific outcomes for young children and their families across three broad funding priority areas (see Appendix B for a comprehensive list of specific COF long-term outcomes):

1. Increase parents and caregivers' ability to support their children's learning.
2. Improve children's health through good nutrition, physical activity, and oral care.
3. Decrease the incidence of unintentional injuries among young children.

Throughout the outreach, application, and review processes it was stressed that applicants demonstrate the linkages between the proposed capacity building or policy and advocacy project and the long-term outcome that was selected. The likelihood for achievement of this outcome was the driving factor in review and selection of applicants.

B. Types of Grants

Because COF is intended to initiate sustainable and systematic change at the organizational and community levels, COF was designed to *not* fund direct services. Instead, 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. The funding of organizational capacity building activities is intended to achieve sustainable and meaningful results in an organization's target community by improving its overall management or programmatic capacities.

Eligible agencies may apply for a maximum of \$150,000 to be distributed over no more than three years. The maximum amount and duration were determined based upon an environmental scan and interviews with other capacity building funders and grantees. This research indicated that the identified amounts were sufficient for implementation of internal capacity building activities, but were also small enough to minimize reliance on First 5 LA as a single funder, and therefore, encourage sustainability planning.

Policy and Advocacy

Policy and advocacy are defined as generally related activities that build public support for private and/or public goals. Policy is a plan that guides decisions and actions, while advocacy is the effort to raise public awareness and influence public policy through various forms of persuasive communication and education. The funding of policy and advocacy activities is intended to increase community awareness and support for policies that improve the quality of life of children prenatal through age five and their families.

Eligible agencies may apply for a maximum of \$500,000 to be distributed over no more than five years. Similar to capacity building grants, these amounts were determined through environmental scan, interviews, and literature review on best practices in policy and advocacy,. The duration and amount maximums are higher for policy and advocacy than for capacity building because research indicates longer periods of time and additional resources are required in order for advocacy efforts to successfully result in systems change.

III. Cycle One Update

In April, 2008 the Commission approved awards for 14 projects for the first funding cycle of COF (see Appendix C for a list of Cycle One grantees). Contracts were finalized and projects began this past summer. While projects are just underway, and little can be reported at this time regarding their implementation, reflection upon the funding process and initial Cycle One grantee feedback continues to inform subsequent cycles of COF.

A. Cycle One Grantee Support

Initial project implementation has been facilitated through technical assistance coordinated through the Grants Management and Legal Compliance Department. Consultants were selected by staff based upon an RFQ process to provide intermediary technical assistance. Providing technical assistance to COF grantees was identified within the Open Grantmaking Implementation Plan as a best practice, and was highly recommended as an implementation strategy by the planning consultants who wrote the white paper that informed the rollout of COF. This assistance has included completion of an organizational self-assessment of the organizations' four core capacities – adaptive, leadership, management, and technical capacities – which will both assist in project implementation and inform the baseline evaluation. Additionally, grantees will participate in group trainings and opportunities for peer learning regarding issues common across COF funded agencies. Grantees will also receive a limited amount of

individualized technical assistance on project implementation. Based upon initial feedback from Cycle One grantees, this technical assistance has been extremely valuable (for many grantees capacity building is a new process), and greatly appreciated.

B. Cycle One Assessment

Following approval from the Commission, staff engaged in a reflective process, further informed by Commissioner Liaisons (Commissioners Au, McCroskey, and Williams), to assess strengths and opportunities for revisions for the second cycle rollout. Given the overrepresentation of current and past grantees and First 5 LA's desire to expand and diversify its investments, the second cycle review process included prioritization for applicants with no prior funding from First 5 LA. As proposed by the Commissioner Liaisons, at least 60 percent of funding for Cycle Two was reserved for applicants with either no funding from First 5 LA or those partnering on the proposed project with an organization new to First 5 LA. Reaching the goal of 60 percent required increasing outreach efforts to additional organizations, and was successfully accomplished for the second cycle.

In addition to the selection revisions for the second cycle described above, the Liaisons also proposed that third and fourth cycle eligibility requirements include having no funding history with First 5 LA. If the applicant is a past or current grantee, the applicant must partner with an agency new to First 5 LA to be eligible for funding.

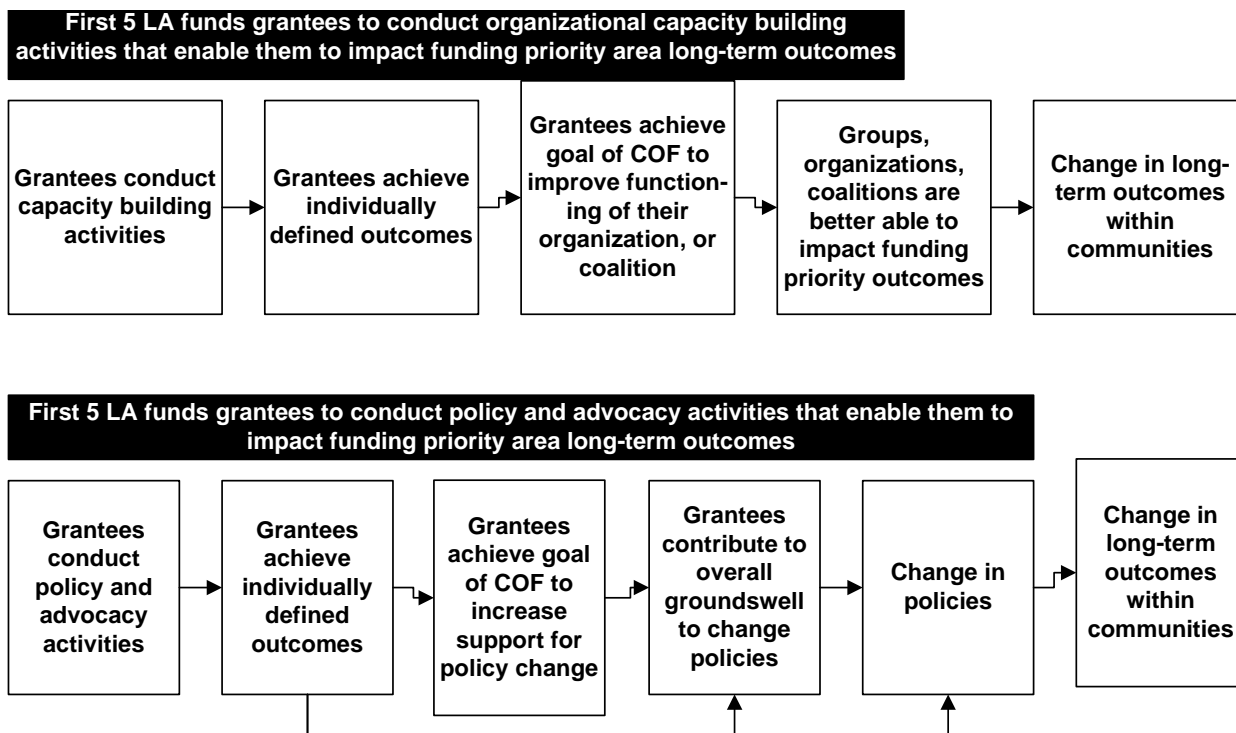
In addition to the decision to prioritize new partners, several policy and operational decisions resulted from the Cycle One reflection process, and are reflected in the implementation of the second cycle. A primary and significant revision was condensing the timeline for application and review (from a total of 7.5 to 4.5 months) which allowed for a faster more responsive process between application and award phases. Additional revisions included simplification of the letter of intent and proposal application materials and review tools, release of all review tools to applicants ahead of time to increase transparency, and the decision to conduct a site visit of *every* proposal applicant regardless of proposal narrative score.

C. COF Evaluation

Evaluating Community Opportunities Fund is aimed at achieving three purposes namely: (1) To enable First 5 LA to be accountable for how public funds are used; (2) To help grantees engage in a systematic and periodic review for program improvement; and (3) To describe the overall impact of COF in (a) improving organizational capacity in addressing funding priorities; and (b) increasing community awareness and support for policies that improve the quality of life of young children in relation to the three funding priority areas.

The theory of change provided within the Implementation Plan serves as a basis for framing an approach to an evaluation of the Community Opportunities Fund:

COF Theory of Change



To focus COF evaluation, four key questions are of utmost importance:

1. What have we learned in implementing a *range* of capacity building and policy and advocacy projects from the perspectives of (1) grantees and (2) First 5 LA staff?
2. Based on knowledge from experience and best practices of grantees and First 5 LA staff, what improvements are necessary for COF to be a more effective funding mechanism?
3. As a result of COF projects, how have grantees changed in (a) their organizational capacities (e.g. growth and organizational effectiveness) and (b) their capacity to impact advocacy work and policy change?
4. To what extent are the grantees ready to produce results in COF's funding priorities, as a result of achieving short-term and intermediate outcomes they have identified in their logic models?

To be able to answer these questions, First 5 LA staff has started working with Cycle One grantees in refining their logic models (see Appendix D). It is important for each grantee to clearly define their short-term and intermediate outcomes most relevant and appropriate in creating conditions necessary to eventually produce the long-term outcomes. These logic models provide benchmarks for ultimately changing the COF long-term outcomes within communities.

Findings and data from individual grantee evaluation efforts will contribute contextual information in addressing these key evaluation questions. In addition, the CCAT results and evaluation learning exchange proceedings will enhance an integrated and

comprehensive understanding of what COF has accomplished in its two goals as articulated in the Implementation Plan.

Evaluation results are anticipated to greatly inform continued planning efforts for Cycles Three and Four, as well as the ongoing grantee support and management activities for all cycles. The COF evaluation is, of course, also expected to provide valuable information to the Commission in its unique role in improving the wellbeing of children 0 – 5 and their families.

IV. Cycle Two: Application and Review Process

As outlined in the Implementation Plan, each funding cycle of COF employs a two-stage application process. The first stage required submission of a letter of intent (LOI). Selected applicants were then invited to submit a full proposal.

A. Outreach

In preparation for Cycle Two, staff conducted extended outreach with special focus on organizations that have no history of funding with First 5 LA in order to successfully reach the 60 percent minimum proportion of new grantees and to articulate and communicate a definition of COF for potential applicants. The intent for COF outreach for Cycle Two was to increase access to First 5 LA's funding resources by linking COF with the needs and interests of potentially underfunded organizations throughout Los Angeles County. The interface of outreach with the spectrum of LA's non-profit organizations opens First 5 LA up to a broad and inclusive perspective on diversity in funding. Over 5,500 contacts received information regarding COF either by mail, email or telephone (a 50 percent increase from Cycle One). Organizations within SPAs 1 and 7 and those organizations working in the area of unintentional injuries were specifically targeted based upon staff's assessment of underrepresentation of such applicants in the first funding cycle. In addition, presentations on COF were made in person to several organizations, including local chapters of the NAACP, Los Angeles and Pasadena Urban League, and collaboratives in the Antelope Valley. A full article on COF was printed in the Center for Nonprofit Management's newsletter, "Nonprofit Directions" to encourage eligible organizations to submit a letter of intent.

These outreach efforts employed the invaluable assistance and direction from the Public Affairs department. Their role included outreach consultation, identification of a large proportion of the contacts, designing outreach materials, and submissions of press releases.

Following this intensified outreach period, six information sessions were held throughout the County in early July to introduce potential applicants to the specifics of the fund, including the identified long-term outcomes, instructions on applying, and also allowed an open forum for addressing questions (a list of locations and dates may be reviewed in Appendix E). Information sessions were attended by 177 individuals, over half of whom represented organizations that had not previously received a First 5 LA grant.

B. Letter of Intent Phase

The LOI form was released on June 30, 2008. Applicants were able to access an online LOI form through the First 5 LA website. The online application system, first used in Cycle One of COF, provided significant benefits including ease of access by applicants and reduction of data entry time by First 5 LA staff.

The focus of the letter of intent was to elicit a description of the applicant's ongoing work, their current impact on the selected COF long-term outcome, an overview of the proposed project, and the projected impact on the long-term outcome through the proposed capacity building or policy and advocacy project. By initiating the grant process with an LOI application, staff were able to narrow the selection of proposal applicants from a large number of submissions without requiring a substantial amount of work from the applicant.

LOI Review Criteria

First 5 LA received 137 submissions, including 105 capacity building and 32 policy and advocacy LOIs, by the deadline on July 28, 2008. The Letters of Intent were reviewed by an internal interdepartmental staff team and were assessed based upon the following criteria as was identified within the COF Funding Guide:

- a. Potential for impacting the prenatal through age five population
- b. Existing impact on the selected long-term outcome
- c. Value added to the selected long-term outcome through implementation of the proposed project
- d. Project alignment with the COF definitions of capacity building or policy and advocacy
- e. Value added to the organization through implementation of the proposed project
- f. Identification of the target population, their needs and the potential impact through implementation of the proposed project
- g. Evidence of relevant organizational strengths, experience, and readiness
- h. For policy applicants, alignment with the First 5 LA Policy Agenda
- i. Financial capacity
- j. Compliance with past and current grants
- k. Lack of duplication of currently funded projects

LOI Review Process

The staff review team composed of representatives from the Planning and Development/Policy, Grants Management and Legal Compliance, and Research and Evaluation departments reviewed and scored each applicant individually utilizing a standardized tool developed to assess each criterion identified above in relation to responses to LOI questions. The Finance department additionally did a preliminary assessment of financial health and capacity. Utilizing an interdepartmental review further facilitated the holistic assessment of the applicant by soliciting the vantage point of each department. As was recommended through the Cycle One reflection

process, the review tool was provided in advance to all LOI applicants to ensure transparency and assist applicants in drafting their letters.

Following individual scoring, reviewers met to come to consensus upon the ranking of LOI applicants. This provided an opportunity to vet applicants through varied perspectives in relation to the review criteria. A final ranking was approved by the review team. The top 22 capacity building and six policy and advocacy applicants were selected to submit full proposals.

Feedback

In early August 2008 LOI applicants were notified of their selection status. Those applicants who were not invited to submit a proposal were offered the opportunity to speak with a Program Officer regarding the reason for the declination. Feedback was provided as to the justifications for the reviewers' decisions, and opportunities to reapply in Cycle Three were discussed with the applicants. Staff were informed by declined applicants that the feedback was helpful in moving forward with further development of their projects for subsequent cycles. The results of Cycle Two appear to confirm this, as seven of the 15 recommended applicants for Cycle Two were declined during the Cycle One review process.

C. Proposal Phase

The focus of the proposal was to further develop the initial project introduced in the Letter of Intent. Applicants were required to develop a logic model based upon the COF model provided to them to demonstrate linkages between activities and long-term outcomes. The narrative required an in-depth explanation of the theory supporting the achievement of short-term, intermediate, and long-term outcomes through the implementation of the proposed activities. The proposal also elicited a detailed evaluation plan and timeline for implementation.

Proposal Workshop

Upon invitation to submit a proposal, applicants were requested to attend a proposal workshop held at First 5 LA in early August, 2008. Attendees participated in an overview of the proposal questions and review criteria, hands-on logic model, evaluation, and narrative exercises, and a question and answer session. Following the workshop, ongoing technical assistance via phone and email was made available to all proposal applicants.

External Review

Full proposals were submitted by 27 of the 28 invited agencies in time for the second cycle deadline of September 19, 2008. Proposals were comprised of the proposal narrative, a project logic model demonstrating the proposed activities' connection to impacting the short-term, intermediate, and long-term outcomes, a project budget, and other supporting financial documents. The proposals were reviewed by both internal and external teams to assess the different components of the applicants' submissions.

An external review team was recruited from the nonprofit, public, and grantmaking sectors. From the strong pool of resumes submitted, staff were able to select two

groups of capacity building and policy and advocacy reviewers. Each participating reviewer was selected for his/her expertise in developing and/or implementing capacity building or policy and advocacy programs, as well as his/her experience in one or more of the Funding Priority areas. The reviewers comprised an extremely accomplished and committed group that provided assurance that applicants were assessed appropriately and fairly.

Each reviewer rated all capacity building or all policy and advocacy proposals submitted utilizing a tool created by staff to measure, with as little subjectivity as possible, the criteria outlined below. As was the case at the LOI stage, proposal applicants were provided with the review tool as part of their proposal packets. The reviewers participated in a training prior to beginning review to develop consistency among reviewers' interpretation of the tool and to provide oversight of the process. Following individual scoring, the reviewers participated in group consensus meetings with capacity building and policy and advocacy reviewers meeting separately. Consensus discussions allowed the reviewers to vet their individual evaluations with one another in relation to the criteria identified below, and allotted time for rescoring applicants based upon justifications made during discussions. The specific LOI and proposal questions are identified in Appendices F and G.

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

- a. Viability and level of impact on the selected long-term outcome
- b. Value added to organization
- c. Identification of need for the project
- d. Viability of the project to address the target population's needs
- e. Evaluation plan design and identification of measurable outcomes
- f. If applicable, explanation of collaborative structure and definition of roles
- g. For policy applicants, awareness of the policy environment and viability of producing policy change

Internal Review

Simultaneous to the external review, staff conducted site visits of all proposal applicants. Site visits allowed for reviewers to gain additional knowledge regarding the applicant's relationship to its target community, its capacity and readiness to implement the project, the value-added to the agency by the project, and to address specific questions that were identified during the proposal review. Staff also ensured that all proposal applicants were in compliance with any past or current First 5 LA grants.

The internal reviewers held a separate consensus meeting to discuss the applicants in relation to staff-specific criteria. The internal review was designed to complement the external review process and to confirm or clarify the project as described in the proposal. As was the case in the first cycle, the site visits greatly impacted the assessment of the applicants and provided insight into the potential investment.

Financial Review

The Finance department reviewed financial documents including each agency's independent audit or IRS form 990, operating budget, and the proposed project budget. Finance staff additionally assisted in identifying questions to address during site visits.

Additional Review Considerations

During both the LOI and proposal review processes, considerations of equity and prioritization were made following programmatic review. As identified within the Implementation Plan, priority applicants included those focusing on the prenatal to age three population, those proposing a countywide impact, and those serving one or more of the 12 "targeted communities" as identified in the Revised Programmatic and Fiscal Policies in November 2005. Equity in funding distribution among geographic spread and target community diversity was also considered. These additional priorities were only taken into consideration, however, when all was equal in regard to programmatic assessment of the applicant.

As explained above, and as was explained to potential applicants, it was required for the second cycle that at least 60 percent of selected agencies have either no funding history with First 5 LA or be partnering with an organization new to First 5 LA. This requirement was fulfilled at both the letter of intent and proposal stages of review, and had significant impact on selections.

Proposal Recommendations

The 15 proposal recommendations presented to the Board of Commissioners for approval include 12 organizational capacity building projects and three policy and advocacy projects.

A description of each recommended project is provided in Appendix A. As intended by the responsive nature of COF, the recommendations include a span of applicants and projects, each of which has been designed to include a viable pathway to sustaining impact on one of the COF long-term outcomes.

The selected applicants have exhibited excellence in relation to their organizational strengths, relationship to their target population, project design, capacity to implement the proposed activities, and potential to impact the selected long-term outcome. They have each demonstrated success at the external, internal, and site visit components of review among a pool of exceptional proposal applicants.

D. Alignment with Existing First 5 LA Investments

To leverage existing efforts and focus the impact of First 5 LA's investments, the funding approaches (organizational capacity building and policy and advocacy) as well as the long-term outcomes identified for COF are closely aligned with other current investments. Proposed projects were reviewed to ensure a complementary, but not duplicative effort with other investments.

Programmatic Alignment with Other Initiatives

While some projects fulfilled gaps in investment areas, several projects are strongly aligned with other current initiatives. For example, a recommended capacity building applicant, Mission City Community Network intends to implement an outreach and needs assessment project to increase the number of clients prenatal through age five utilizing oral health care services. While First 5 LA has a current investment in Oral Health and Nutrition (OHN), this work will complement OHN's efforts in terms of increasing access to oral health services through improvements in outreach activities, as well as provider training. However, the work is not duplicative of those investments that have thus far been made through OHN in relation to accessing direct services.

Furthermore, the work conducted by COF grantees and the evaluation results of their efforts will greatly inform the upcoming work by the various initiatives, and allows for small investments in new ideas that have the potential to be scalable through larger investments in other initiatives.

Alignment with Organizational Development Activities

In addition to continuity among long-term outcomes, the COF grantmaking mechanisms have complemented current capacity building and sustainability activities and investments of First 5 LA. In regard to organizational capacity building, grants awarded during cycles one and two enabled high achieving organizations funded through past investments to further attend to the sustainability of their work. The case can be made especially for those organizations that participated in First 5 LA's sustainability workshops – several have proposed funding for capacity building related to the sustainability plans developed within the workshop. In fact, two of the recommended grantees - Child Care Information Service and Miller Children's Hospital Lactation Program - used the results of their sustainability planning process to inform the capacity building project to strengthen their organization.

Alignment with Policy Investments

For policy and advocacy applicants, the prioritization of those projects aligned with the First 5 LA Policy Agenda has enabled First 5 LA to further its policy goals and leverage the work of the Policy Department through the implementation of advocacy projects by grantees. For example, the proposed policy and advocacy project, "Oral Health Advocacy for Pregnant Women and Children", will work to expand coverage for oral health care services as part of the Access for Infants and Mothers prenatal care program. This is in direct alignment with the goal of "expanded access to dental care services and prevention-oriented community resources to improve oral health" identified in First 5 LA's Policy Agenda. Investing in this project through COF leverages other First 5 LA efforts toward the Policy Agenda goal.

V. Next Steps

A. Feedback Opportunities

Similar to the opportunity allotted to those agencies declined at the LOI stage, all proposal applicants not funded for this cycle will have an opportunity to discuss the review of their proposal and identify what aspects could be improved in preparation for submitting an application for funding in subsequent cycles.

B. Contract Negotiations

Following the decision made by the Board of Commissioners, Grants Management and Legal Compliance 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.

C. Assessing Cycle Two

While Cycle One was rolled out as a pilot of COF and assessed accordingly, resulting in many revisions implemented in Cycle Two, this second cycle will also be reflected upon as the mid-way point for the fund. Staff are preparing to release the third cycle in early 2009. In preparation for the rollout of the third and fourth funding cycles, staff will be meeting with Commissioner Liaisons to finalize the timelines of the two remaining cycles.

Based upon submitted applications, outreach efforts that focused upon garnering interest from organizations new to First 5 LA were successful – more than 60 percent of submitted letters of intent were potential new partners. However, despite considerable outreach activities focused upon SPA 1 and agencies working within the area of unintentional injuries, these remain underrepresented applicants. Staff will meet with Commissioner Liaisons to discuss policies regarding addressing this underrepresentation in the third cycle.

Finally, to continue to reflect upon and further develop the Community Opportunities Fund for subsequent cycles, members of the Planning and Development/Policy, Research and Evaluation, and Grants Management and Legal Compliance departments are continuing to coordinate feedback from project implementation and evaluation to inform ongoing planning efforts for the remaining COF cycles.

Appendix A
Applicants Recommended for Cycle Two Funding

CAPACITY BUILDING

Center for Nonviolent Education and Parenting		<i>Past Grantee</i>
Long-Term Outcome: <i>Supportive Parents and Caregivers</i> – Parents’ knowledge of parenting and child development through the promotion of strengths-based, family-centered assistance		
Total Amount Requested (Not to exceed): \$ 149,682	Duration of Project: 2 years	
Target Community: Echo Park and surrounding communities	Service Planning Area(s): 4	
Project Description		
<p><i>Project Title:</i> Building Earned Income Capacity</p> <p><i>Project Summary:</i> The Center for Nonviolent Education and Parenting (CNVEP) works in the field of parent education, providing information on emotionally-intelligent and nonviolent parenting to more than 6,000 parents and caregivers. CNVEP will increase its impact on First 5 LA’s long-term outcome of increasing parents’ knowledge of parenting and child by building their capacity to expand their parenting education services. The organization will develop an earned income strategy to provide their curriculum, classes, and other programs for profit to families with the financial means to purchase services. The profits resulting from the fee-for-service activities will be used to expand services provided to those families who cannot afford their parenting education services.</p> <p><i>Primary Capacity Building Activities:</i></p> <ul style="list-style-type: none"> ○ Developing an earned income business plan. ○ Developing relationships with prospective new clients. ○ Create promotional materials and market nonviolent education and parenting curriculum and classes to new potential clients. ○ Develop a preschool certification to market to preschools interested in the organization’s existing philosophy and approach to parenting and caretaking. ○ Develop a nanny referral service to market to parents interested in the organization’s existing philosophy and approach to parenting. ○ Ongoing evaluation of business plan implementation. 		

Child Care Information Service		<i>Past Grantee</i>
Long-Term Outcome: <i>Supportive Parents and Caregivers</i> – Parents’ knowledge of parenting and child development through the promotion of strengths-based, family-centered assistance		
Total Amount Requested (Not to exceed): \$ 150,000	Duration of Project: 3 years	
Target Community: San Gabriel Valley	Service Planning Area(s): 3	
Project Description		
<p><i>Project Title:</i> Capacity Building for Family Success</p> <p><i>Project Summary:</i> Child Care Information Service (CCIS) is a primary provider of childcare referrals and parenting information for the western San Gabriel Valley. CCIS will impact on First 5 LA’s long-term outcome of increasing parents’ knowledge of parenting and child development by implementing a three-pronged sustainability plan to ensure continuation and expansion of its parenting services. With the requested funding CCIS will 1) address organizational needs for increasing relationships with other community organizations to expand the services provided to their clients as well as potential referrals to CCIS, 2) strengthen their development and marketing efforts to sustain and grow existing programs, and 3) will improve their evaluation methods in order to regularly assess and improve parenting services.</p> <p><i>Primary Capacity Building Activities:</i></p> <ul style="list-style-type: none"> o Foster relationships with other community-based organizations to increase supportive services to parents and develop a family childcare network. o Assess needs of parents and childcare providers. o Improve the board’s capacity for development activity. o Develop marketing materials. o Develop earned income strategies. o Improve evaluation methods and begin program improvement. 		

Counseling 4 Kids		<i>New Applicant</i>
Long-Term Outcome: <i>Supportive Parents and Caregivers</i> – Parents’ knowledge of parenting and child development through the promotion of strengths-based, family-centered assistance		
Total Amount Requested (Not to exceed): \$ 149,950	Duration of Project: 2 years	
Target Community: All communities within SPAs 2,6,8	Service Planning Area(s): 2,6,8	
Project Description		
<p><i>Project Title:</i> The Parent Child Interaction Therapy (PCIT) Project: An Early Intervention/Prevention Treatment Program</p> <p><i>Project Summary:</i> Counseling 4 Kids has extensive experience providing foster children with trauma therapy, and providing family services that support reunification. Counseling 4 Kids will increase its impact on First 5 LA’s long-term outcome of improving parents’ knowledge and parenting skills by expanding their services to include preventive therapy prior to foster care placement. Counseling 4 Kids will implement the Parent Child Interaction Therapy (PCIT), an evidence-based program with strong outcomes for parents in managing challenging behavior of children age 2 – 5. Implementing this program will enable the organization to begin to work from a prevention approach. Training staff to utilize PCIT and developing a train-the-trainer program facilitates a sustainable approach to parenting education that will add value to prevention efforts to high-risk families.</p> <p><i>Primary Capacity Building Activities:</i></p> <ul style="list-style-type: none"> ○ Train staff in PCIT program and begin train-the-trainer program. ○ Engage community organizations as partners for referrals of families for PCIT utilization. Establish referral protocols. ○ Establish trainer program for other family-centered organizations that would like to implement PCIT. ○ Develop assessments to ensure PCIT fidelity and to develop ongoing program improvement practices. 		

The Help Group Child and Family Center		<i>Past Grantee</i>
Long-Term Outcome: <i>Supportive Parents and Caregivers</i> – Parents’ knowledge of parenting and child development through the promotion of strengths-based, family-centered assistance		
Total Amount Requested (Not to exceed): \$ 150,000	Duration of Project: 1 year	
Target Community: Communities within SPA 2	Service Planning Area(s): 2	
Project Description		
<p><i>Project Title:</i> Autism Early Action Toolkit</p> <p><i>Project Summary:</i> The Help Group provides comprehensive services to children with autism and their families. The organization will impact First 5 LA’s long-term outcome of parents’ knowledge of parenting and child development by implementing a toolkit across all Help Group providers (over 700) to work with parents on the issues of autism diagnosis, services, and working within systems of education and social services to ensure children are adequately served. The toolkit will standardize and further inform the information provided between service providers and families.</p> <p><i>Primary Capacity Building Activities:</i></p> <ul style="list-style-type: none"> ○ Synthesize available research. ○ Develop technological infrastructure to efficiently deliver training to staff. ○ Develop and pilot toolkit modules. ○ Train staff on use of toolkit. ○ Ongoing improvement of toolkit based upon evaluation. 		

Miller Children’s Hospital Lactation Support Program		<i>Past Grantee</i>
Long-Term Outcome: <i>Good Health</i> – Children’s consumption of the recommended daily intake of nutrients		
Total Amount Requested (Not to exceed): \$ 150,000	Duration of Project: 3 years	
Target Community: Primarily Long Beach	Service Planning Area(s): 6,7,8	
Project Description		
<p><i>Project Title:</i> Improving Breastfeeding Education in the Health Care Community</p> <p><i>Project Summary:</i> Miller Children’s Hospital (MCH) currently has a comprehensive lactation support program that focuses on breastfeeding education following delivery while the mother remains in the hospital, however exclusive breastfeeding rates remain relatively low. MCH seeks to impact First 5 LA’s outcome of improving nutritional consumption by improving the hospital’s breastfeeding rates. MCH will provide breastfeeding education training to the OB and pediatric physicians and support staff that care for the clients within MCH’s maternity ward. This training across a spectrum of care will improve continuity of messaging and opportunities for educating mothers of the importance of breastfeeding outside of the stressful and emotional environment of the maternity ward.</p> <p><i>Primary Capacity Building Activities:</i></p> <ul style="list-style-type: none"> ○ Evaluate the effectiveness of physician offices in supporting breastfeeding. ○ Develop and produce teaching modules to address staff educational needs. ○ Provide written and audio/visual materials to providers to share with their patients. ○ Teach office staff and physicians in 20 OB and 20 pediatric offices as well as 180 hospital nurses to provide consistent information to mothers on breastfeeding. ○ Collaborate with local WIC and health department to standardize teaching materials. 		

Mission City Community Network		<i>New Applicant</i>
Long-Term Outcome: <i>Good Health</i> – Families’ utilization of preventive and therapeutic dental health services		
Total Amount Requested (Not to exceed): \$ 150,000	Duration of Project: 3 years	
Target Community: North Hills, Mission Hills, Hollywood, Reseda, and Pacoima	Service Planning Area(s): 2	
Project Description		
<p><i>Project Title:</i> Healthy Smiles</p> <p><i>Project Summary:</i> Mission City currently serves clients across a spectrum of clinical care, including oral health services, however oral care is currently an underutilized service by their prenatal through age 5 population. Mission City intends to increase its impact on First 5 LA’s outcome of utilization of oral health services by improving its outreach to potential clients. Mission City will conduct a needs assessment and improved outreach to increase the proportion of 0 – 5 clients within their target population that receive oral health care and preventive education.</p> <p><i>Primary Capacity Building Activities:</i></p> <ul style="list-style-type: none"> ○ Assess dental clinic inefficiencies. ○ Collaborate with other community based organizations to promote oral health care and dental services. ○ Conduct oral health care needs assessment of target community. ○ Develop culturally-appropriate service strategies based upon clinic and target community assessments. ○ Train dental and primary care staff on new service strategies. 		

Pathways LA		<i>New Applicant</i>
Long-Term Outcome: <i>Supportive Parents and Caregivers</i> – Parents’ knowledge of parenting and child development through the promotion of strengths-based, family-centered assistance		
Total Amount Requested (Not to exceed): \$ 150,000	Duration of Project: 2 years	
Target Community: Central Los Angeles	Service Planning Area(s): 4	
Project Description		
<p><i>Project Title:</i> Capacity Building to Support and Engage Parents in Early Care and Education Programs</p> <p><i>Project Summary:</i> Pathways LA currently provides resource and referral services, specializing in referrals for children with special needs. Pathways LA will impact First 5 LA’s long-term outcome of increasing parents’ knowledge of parenting and child development by expanding their services to include parenting education for the families they serve. Pathways LA will develop a parent tool kit and will also train staff on implementation of the Incredible Years model, an evidence-based approach that prevent and reduce young children’s behavior problems and increase social competence.</p> <p><i>Primary Capacity Building Activities:</i></p> <ul style="list-style-type: none"> ○ Conduct needs assessment of parents and providers. ○ Research best practices to inform development of a culturally and linguistically relevant parent tool kit. ○ Train managers and directors on Incredible Years program. ○ Develop learning circles for parents to support ongoing education. ○ Design evaluation tools and procedures for ongoing evaluation of parent satisfaction and relevant outcomes. 		

QueensCare Family Clinics		<i>New Applicant</i>
Long-Term Outcome: <i>Good Health</i> – Children’s consumption of the recommended daily nutrients and children’s participation in age-appropriate physical activity		
Total Amount Requested (Not to exceed): \$ 150,000	Duration of Project: 1.5 years	
Target Community: Low income communities through central, northeast and east Los Angeles	Service Planning Area(s): 2,4,5,6,7	
Project Description		
<p><i>Project Title:</i> ENERGY for Kids</p> <p><i>Project Summary:</i> QueensCare Family Clinics currently provides nutritional and physical activity education to families with children eight years or older who are overweight or at-risk for becoming overweight. QueensCare will impact First 5 LA’s outcomes related to consumption of nutrients and physical activity by expanding their current programming to include the birth to age five population. The program engages the whole family through a series of workshops that focus on how to provide affordable and healthy foods to families and how to incorporate physical activity into a daily routine. QueensCare also will be implementing an automated tracking system for physicians to maintain electronic records that track children’s obesity risk.</p> <p><i>Primary Capacity Building Activities:</i></p> <ul style="list-style-type: none"> ○ Develop and track young children’s nutrition and obesity risk outcome measures utilizing technology with customized data fields. ○ Develop and implement training modules to expand nutrition program to children birth to age five – potentially over 4,000 children across seven clinics. ○ Train program and clinical staff at seven QueensCare clinics as well as providers within QueensCare network for referrals to its nutrition and obesity prevention program. ○ Expand recruitment efforts to the birth through age five population. 		

South Central Los Angeles Regional Center		<i>New Applicant</i>
Long-Term Outcome: <i>Good Health</i> – Children’s consumption of the recommended daily intake of nutrients		
Total Amount Requested (Not to exceed): \$ 150,000	Duration of Project: 3 years	
Target Community: South Los Angeles	Service Planning Area(s): 6,7,8	
Project Description		
<p><i>Project Title:</i> Promoting Healthy Lifestyles for Young Children with Special Needs</p> <p><i>Project Summary:</i> South Central Los Angeles Regional Center (SCLARC) provides case management services to individuals in South LA with developmental disabilities, including 1,800 children birth to five years old. SCLARC will impact First 5 LA’s long-term outcome related to consumption of nutrients by building the skills of the organization’s staff and contracted providers on healthy nutrition and physical activity for children with special needs. SCLARC’s train-the-trainer program will institutionalize health education across services for children with disabilities to improve the nutritional intake and reduce obesity.</p> <p><i>Primary Capacity Building Activities:</i></p> <ul style="list-style-type: none"> ○ Develop a healthy lifestyles toolkit to distribute to contracted providers. ○ Develop and hold train the trainer institute for all contracted providers. ○ Develop and hold Health & Wellness Task Force meetings for monitoring, direction, feedback, and evaluation of the project. 		

The Village Family Services		<i>New Applicant</i>
Long-Term Outcome: <i>Supportive Parents and Caregivers</i> – Parents’ knowledge of parenting and child development through the promotion of strengths-based, family-centered assistance		
Total Amount Requested (Not to exceed): \$ 141,586	Duration of Project: 6 months	
Target Community: Primarily communities throughout SPA 2, also SPAs 3 and 7	Service Planning Area(s): 2,3,7	
Project Description		
<p><i>Project Title:</i> Operations and Resource Management Upgrade</p> <p><i>Project Summary:</i> Village Family Services provides a range of therapeutic services to families including preventive services for at-risk families, as well as intervention services to support reunification of families. The organization will increase its impact on First 5 LA’s long-term outcome of supportive parents and caregivers by improving its technological infrastructure to increase its flexibility and efficiency in regard to expanding services and responding to new needs. Following project implementation, Village Family Services will have real time access to information regarding its financial capacity to accept new projects, more efficient in responding to reporting requirements, and will have real time access to details on the availability of the many clinicians under its supervision</p> <p><i>Primary Capacity Building Activities:</i></p> <ul style="list-style-type: none"> o Conduct technological needs analysis, product review, selection, and purchase. o Develop plan/timeline for system integration, implementation, customization, training, testing and evaluation. o Install new software and convert data. o Train staff on utilization of new system. 		

Venice Family Clinic		<i>Past Grantee</i>
Long-Term Outcome: <i>Supportive Parents and Caregivers</i> – Parents’ knowledge of parenting and child development through the promotion of strengths-based, family-centered assistance		
Total Amount Requested (Not to exceed): \$ 51,256	Duration of Project: 9 months	
Target Community: Primarily West Los Angeles communities	Service Planning Area(s): 5	
Project Description		
<p><i>Project Title:</i> Creating a Pediatric Medical Home for Families in an Environment that is Family-Friendly, Interactive, and Creates Parent/Child Learning Opportunities</p> <p><i>Project Summary:</i> Venice Family Clinic (VFC) provides comprehensive health services to low-income clients throughout multiple facilities. VFC will increase its impact on First 5 LA’s long-term outcome of building parents’ knowledge of parenting and child development by expanding the Touchpoints curriculum to an additional facility. VFC has seen tremendous outcomes regarding the knowledge of parents and their relationships with physicians through the implementation of the evidence-based program, Touchpoints at their main facility. This funding would facilitate a train-the-trainer program to implement Touchpoints at a satellite clinic.</p> <p><i>Primary Capacity Building Activities:</i></p> <ul style="list-style-type: none"> ○ Create a provider training schedule to address all providers and staff within clinic. ○ Train providers and other staff in Touchpoints program. 		

Westside Infant-Family Network		<i>New Applicant</i>
Long-Term Outcome: <i>Supportive Parents and Caregivers</i> – Parents’ knowledge of parenting and child development through the promotion of strengths-based, family-centered assistance		
Total Amount Requested (Not to exceed): \$ 150,000	Duration of Project: 3 years	
Target Community: West and South Los Angeles	Service Planning Area(s): 4,5,6,8	
Project Description		
<i>Project Title:</i> Creating Sustainability for the WIN Collaboration		
<i>Project Summary:</i> The Westside Infant-Family Network (WIN) is a collaborative that provides mental health services to infants and young children, working directly with parents or caregivers to build a more supportive environment for their children’s development. WIN will increase its impact on First 5 LA’s long-term outcome of parents’ knowledge of parenting and child development by expanding its fund development strategies to increase its services to additional families. Currently WIN receives more referrals than it is able to process, and is at capacity financially. WIN will implement a three-prong development plan to increase revenues and expand services to meet demand.		
<i>Primary Capacity Building Activities:</i>		
<ul style="list-style-type: none"> ○ Refine WIN MOU to reduce competition for funding. ○ Recruit and vet members for WIN Auxiliary Board. ○ Conduct market survey of community infant mental health training needs and identify community-desired topics. ○ Conduct research on demand for and viability of creating a WIN fee-for-service earned income strategy for those families able to pay for infant mental health services. 		

POLICY AND ADVOCACY

Breastfeeding Taskforce of Greater LA		<i>Past Grantee</i>
Long-Term Outcome: <i>Good Health</i> – Children’s consumption of the recommended daily intake of nutrients, including fruits and vegetables		
Total Amount Requested (Not to exceed): \$ 500,000	Duration of Project: 5 years	
Target Community: All communities in LA County	Service Planning Area(s): All	
Project Description		
<p><i>Project Title:</i> TARGET LA: Increasing Breastfeeding Where Babies are Born</p> <p><i>Project Summary:</i> The Breastfeeding Taskforce of Greater LA (BTFGLA) will be impacting First 5 LA’s long-term outcome of improving the consumption of nutrients by infants by increasing the number of hospitals in LA County participating in breastfeeding quality improvement activities and those earning the “Baby-Friendly Hospital” designation. BTFGLA will focus policy efforts on changing Medi-Cal regulations and reimbursement policies to support hospitals in achieving higher breastfeeding rates, and will advocate for Medi-Cal funded hospitals within LA County to become “Baby-Friendly.”</p> <p><i>Primary Policy and Advocacy Activities:</i></p> <ul style="list-style-type: none"> ○ Conduct analysis of existing breastfeeding rates and target hospitals with the lowest rates. ○ Develop a rating tool to assess readiness of hospitals to adopt the “Baby-Friendly” designation. ○ Convene breastfeeding policy summit to develop policy agenda. ○ Produce rating cards for hospitals within LA County. ○ Advocate for initial Medi-Cal policy revisions. 		

Collaborative: Community Coalition Prevention Network Casey Family Programs		<i>New Collaborative</i>
Long-Term Outcome: <i>Supportive Parents and Caregivers</i> – Concrete support to parents in times of crises		
Total Amount Requested (Not to exceed): \$ 500,000	Duration of Project: 5 years	
Target Community: South Los Angeles	Service Planning Area(s): 6	
Project Description		
<i>Project Title:</i> Kinship In Action		
<i>Project Summary:</i> Community Coalition is leading this collaborative in an effort to organize families within South Los Angeles who are primary caregivers for children of family members to advocate on their own behalf for formal rights as caregivers within the child welfare system. The collaborative will impact First 5 LA’s long-term outcome of concrete support to parents in times of crises by building upon their past kinship work to advocate for revised policies in relation to support provided to relative caregivers.		
<i>Primary Policy and Advocacy Activities:</i>		
<ul style="list-style-type: none"> ○ Outreach and recruitment of informal relative caregivers. ○ Train relative caregivers on leadership development, training, issue development, and campaign strategy. ○ Hold town hall meetings with elected officials and policy makers regarding improving the child welfare system. ○ Refer families to key collaborative agencies for their direct service needs. 		

Collaborative:		<i>New Collaborative</i>
Maternal and Child Health Access (lead) Community Clinic Association of LA County		
Long-Term Outcome: <i>Good Health</i> – Families’ access to appropriate oral health care resources		
Total Amount Requested (Not to exceed): \$ 499,998	Duration of Project: 5 years	
Target Community: All communities in LA County	Service Planning Area(s): All	
Project Description		
<i>Project Title:</i> Oral Health Advocacy for Pregnant Women and Children		
<i>Project Summary:</i> This collaborative has been led by Maternal and Child Health Access (MCHA) to address the barriers facing pregnant mothers in seeking and accessing prenatal and early childhood oral health services. The collaborative will impact First 5 LA’s long-term outcome of access to oral health services through advocacy to expand the awareness of the need for prenatal oral health care and to expand oral health coverage as part of prenatal benefits. Increased awareness of and access to oral health services will both improve oral health outcomes for pregnant women, as well as the wellbeing of the infant – improving outcomes, such as low birth weight associated with babies with mothers with dental infection.		
<i>Primary Policy and Advocacy Activities:</i>		
<ul style="list-style-type: none"> ○ Inform key partners in oral health of project – invite participation and input. ○ Conduct analysis and review of existing oral health care gaps. ○ Review cost and feasibility of adding dental care to the Access for Infants and Mothers prenatal care program. ○ Convene stakeholders, policymakers, and advocates to improve access to oral health coverage. ○ Conduct provider outreach and education to improve inclusion in prenatal protocols. 		

Appendix B

Long-Term Outcomes

Funding Priority 1: Supportive Parents and Caregivers

- Parents' integration into social networks through increased contact and communication with other individuals and promotion of parents' development of intimate ties
- Parents' knowledge of parenting skills and child development through the promotion of strengths-based family centered assistance
- Concrete support to parents in times of crises – specifically support that meets families' most immediate needs of food, shelter, clothing and health care

Funding Priority 2: Good Health

- Children's Consumption of the recommended daily intake of nutrients, including fruits and vegetables
- Children and families' access to fruits and vegetables within their community
- Children and Families' access to appropriate locations and opportunities for physical activity
- Families' access to appropriate oral health care resources
- Parents' awareness of early childhood oral health needs and milestones
- Families' utilization of preventive and therapeutic dental health services

Funding Priority 3: Prevention of Unintentional Injuries

- Parents and caregivers' awareness of how to keep children safe at every stage of development
- Improved child safety regulation
- Communities providing a safe environment where young children can grow and thrive

Appendix C
Cycle One Grantees

Capacity Building

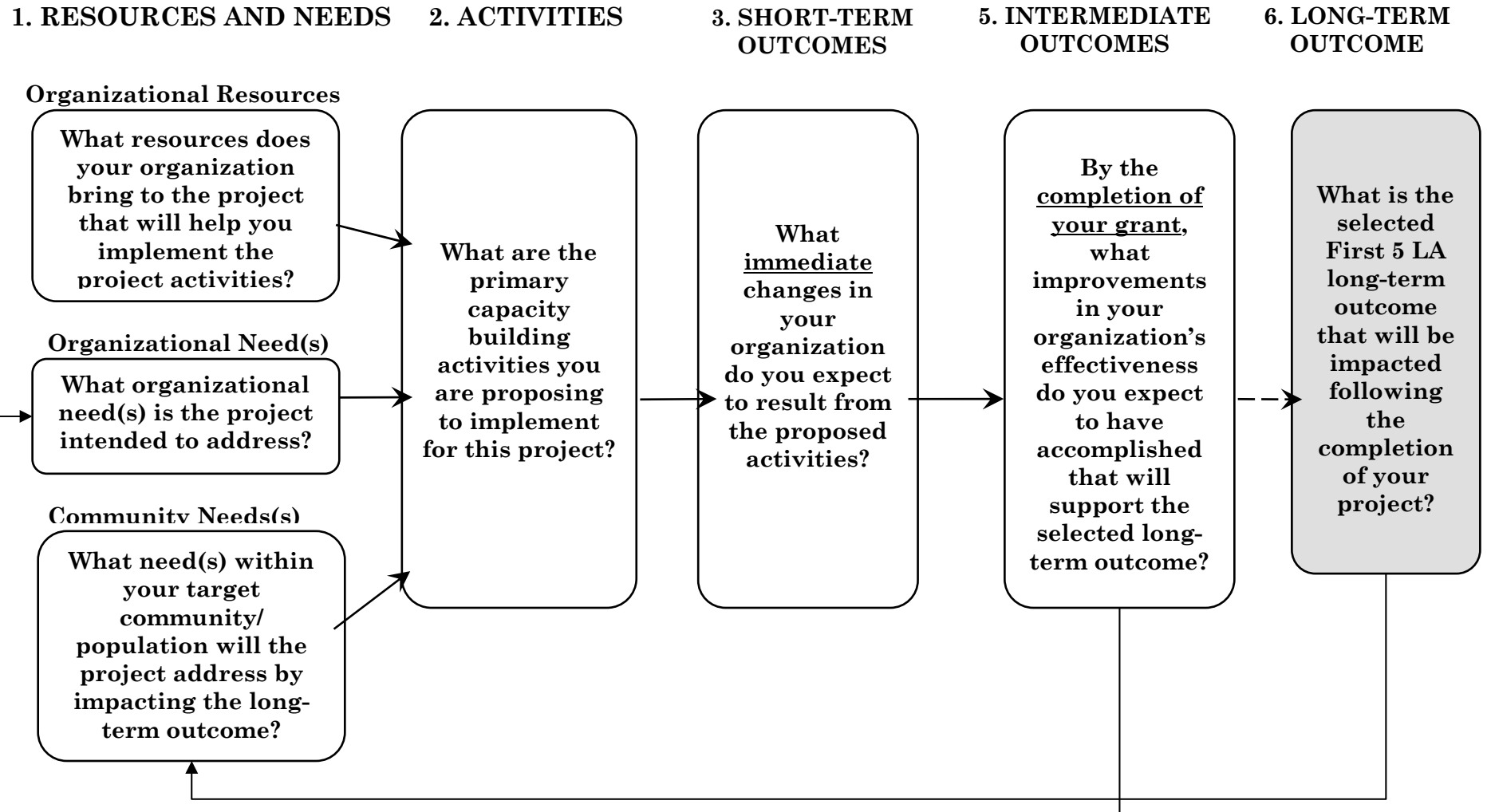
Bienvenidoes Children's Center
Catholic Healthcare West
Community Health Alliance of Pasadena
Connections for Children
Foothill Family Service
Friends of the Family
INMED Partnerships for Children
Long Beach Day Nursery
Mothers Club Community Center Inc
Para Los Ninos
Westside Children's Center Inc.

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

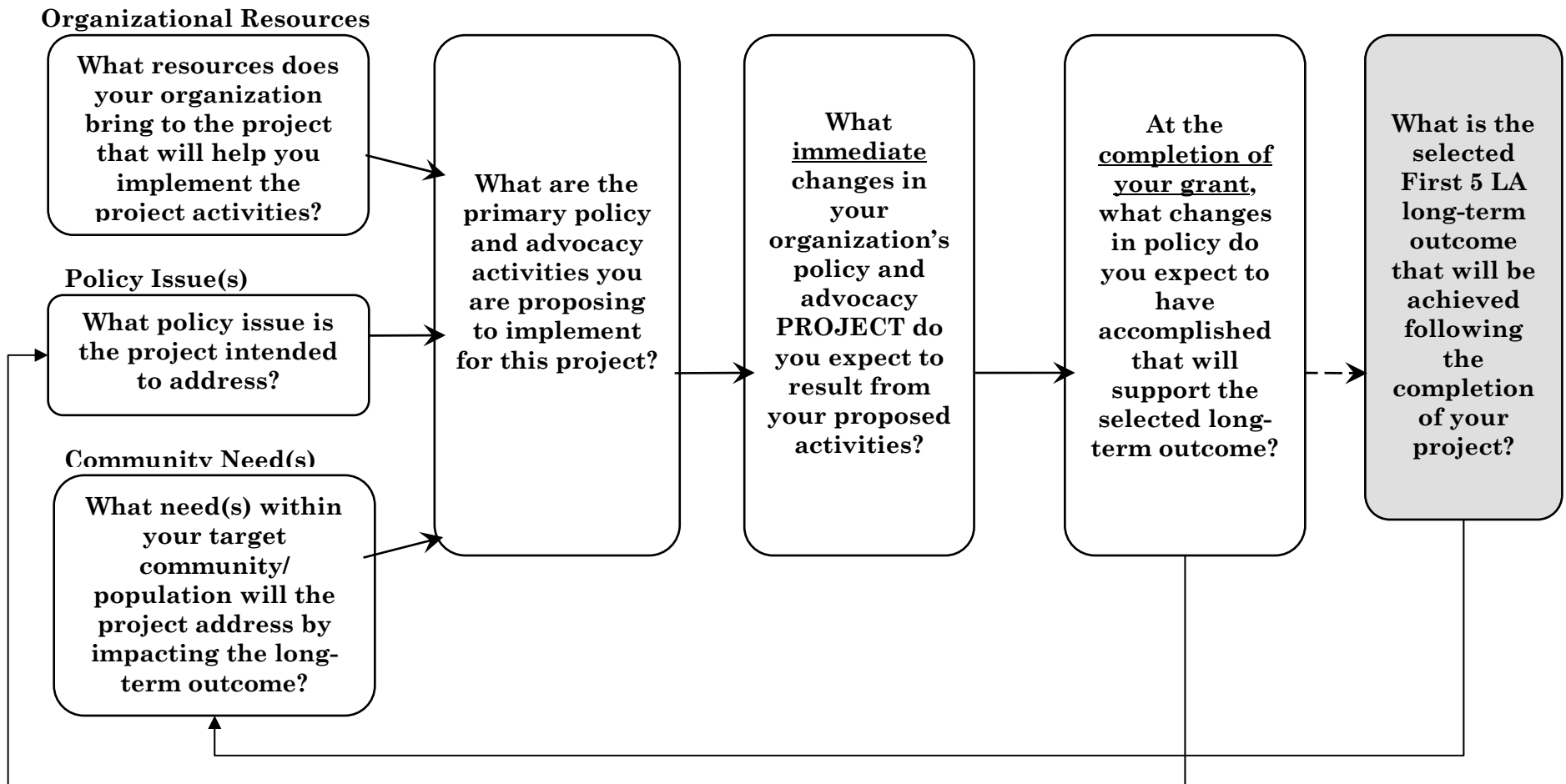
Appendix D
COF Logic Model Guides

Organizational Capacity Building



Policy and Advocacy

1. RESOURCES AND NEEDS 2. ACTIVITIES 3. SHORT-TERM OUTCOMES 5. INTERMEDIATE OUTCOMES 6. LONG-TERM OUTCOME



Appendix E
LOI Information Sessions: Locations and Dates

Date	Location
Monday, July 7, 2008	First 5 LA
Tuesday, July 8, 2008	Barbara J. Riley Community and Senior Center, Auditorium 7810 Quill Dr. Downey, CA 90242
Wednesday, July 9, 2008	Valley Presbyterian Hospital, 15107 Vanowen St. Van Nuys, CA 91405
Thursday, July 10, 2008	Lancaster Library, 601 W. Lancaster Blvd. Lancaster, CA 93534
Friday, July 11, 2008	Donald Wright Auditorium Pasadena Public Library 285 E. Walnut Street, Pasadena, CA 91101
Monday, July 14, 2008	Inglewood City Hall, Community Room One W. Manchester Blvd. Inglewood, CA 90301

Appendix F

Cycle Two LOI Questions

Capacity Building

1. Proposed Project

Please describe the capacity building project you are proposing. The following information should be included: project goal, primary activities, the capacity building and community needs that will be addressed by the project, the expected impact on your organization's effectiveness, and the role of your organization's leadership in developing the project.

2. Long-Term Outcome

Please explain your organization's ongoing work in relation to the selected long-term outcome. The following information should be included: how the long-term outcome resonates with your ongoing work, and what change you envision the proposed project will have on strengthening your organization's impact on the long-term outcome.

3. Community Benefit

Please describe who will benefit in the long-term from your project. Include their social, economic, demographic, and geographic characteristics. What is your organization's past history working with this population?

Policy and Advocacy

1. Proposed Project

Please describe the policy and advocacy project you are proposing. The following information should be included: project goal, primary activities, the specific policy issue and community need that will be addressed, the expected policy change, your organization's past experience with policy and advocacy work, and the role of your organization's leadership in developing the project.

2. Long-Term Outcome

Please explain your organization's ongoing work in relation to the selected long-term outcome. The following information should be included: how the long-term outcome resonates with your ongoing work, and what change you envision the proposed project will have on strengthening your organization's impact on the long-term outcome.

3. Community Benefit

Please describe who will benefit in the long-term from your project. Include their social, economic, demographic, and geographic characteristics. What is your organization's past history working with this population?

4. Policy Target

Please describe which decision maker(s), system(s), or institution(s) will be targeted by the project in order to change policy. What is your organization's past history working with this group.

Appendix G Proposal Questions

1. Proposed Project

Please describe the proposed project including the following information:

- ✓ The proposed activities.
- ✓ The expected value added to both your own organization's work and to the long-term outcome in relation to your target community.
- ✓ The expected impact on children 0 – 5 and/or their families.
- ✓ Why this project represents the best strategy to address your organization's and/or target population's needs and how you selected the project.

2. Logic Model

Provide a narrative description of the logic model you will be submitting with the proposal, explaining the linkages among the logic model components. Tell us the story of how the proposed activities will lead to long-term, sustainable impact in your target community. The following information should be included:

- ✓ How existing organizational resources will benefit implementation of the proposed activities.
- ✓ How proposed activities will lead to achievement of short-term and then intermediate outcomes.
- ✓ How achievement of intermediate outcomes relate to improved effectiveness of your organization.
- ✓ How completion of the project (and achievement of intermediate outcomes) will impact the long-term outcome and what that will look like for your target population/community.

3. Project Evaluation and Monitoring

Describe your plan for evaluating your project (please note that at least 8% of your project budget must be set aside for evaluation activities). The following information should be included separately for each short-term and intermediate outcome:

- ✓ Measures of success
- ✓ The data that will be collected
- ✓ The tools or methods that will be used to collect data
- ✓ Who will be responsible for both data collection and assessment
- ✓ How findings will be utilized to improve your ongoing work

4. Collaboration (only answer if working on the project as a collaborative)

If you will be working in partnership with another organization(s) as part of this project, please describe the collaborative relationships (both formal and informal) you intend to be engaged in as part of implementing the proposed project. Include the following information:

- ✓ Identify the primary collaborative organizations
- ✓ Describe the nature of the relationship (level of formality, past experience collaborating, accountability structure, etc.)
- ✓ Describe the role of the relationship in regard to specific proposed activities and the value added to the project from the partnership
- ✓ Describe the value added by the partnership to each of the partners.

Policy and Advocacy

5. Proposed Project

Please describe the proposed project including the following information:

- ✓ The proposed activities.
- ✓ The expected value added to both your own organization's work and to the long-term outcome in relation to your target community.
- ✓ The expected impact on children 0 – 5 and/or their families.
- ✓ Why this project represents the best strategy to address your organization's and/or target population's needs and how you selected the project.
- ✓ How the current political/policy environment related to the issue you plan to address will benefit and/or hinder the success of your project.

6. Logic Model

Provide a narrative description of the logic model you will be submitting with the proposal, explaining the linkages among the logic model components. Tell us the story of how the proposed activities will lead to long-term, sustainable impact in your target community. The following information should be included:

- ✓ How existing organizational resources will benefit implementation of the proposed activities.
- ✓ How proposed activities will lead to achievement of short-term and then intermediate outcomes.
- ✓ How achievement of intermediate outcomes relate to policy change.
- ✓ How completion of the project (and achievement of intermediate outcomes) will impact the long-term outcome and what that will look like for your target population/community.

7. Project Evaluation and Monitoring

Describe your plan for evaluating your project (please note that at least 8% of your project budget must be set aside for evaluation activities). The following information should be included separately for each short-term and intermediate outcome:

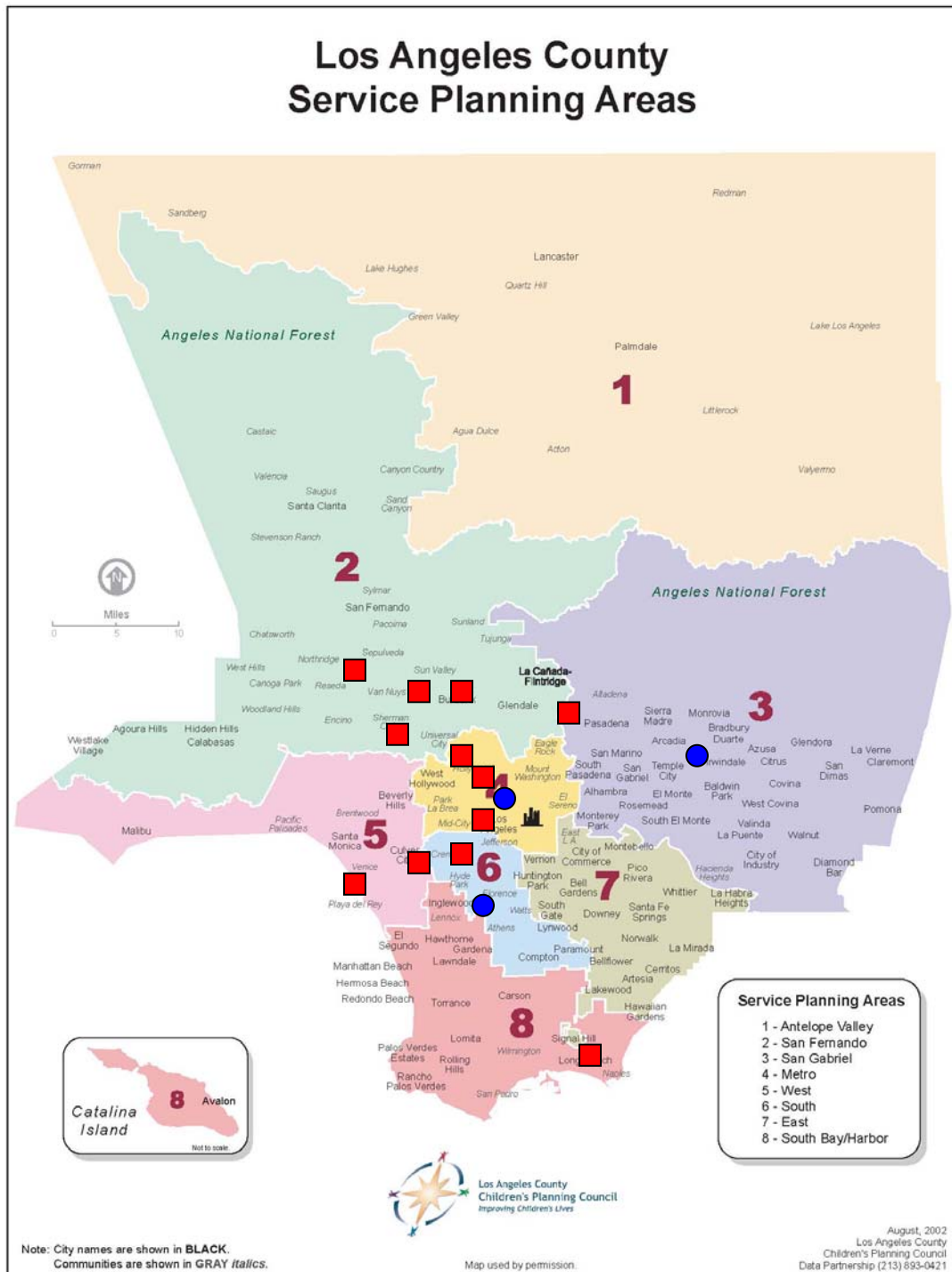
- ✓ Measures of success
- ✓ The data that will be collected
- ✓ The tools or methods that will be used to collect data
- ✓ Who will be responsible for both data collection and assessment
- ✓ How findings will be utilized to improve your ongoing work

8. Collaboration (only answer if working on the project as a collaborative)

If you will be working in partnership with another organization(s) as part of this project, please describe the collaborative relationships (both formal and informal) you intend to be engaged in as part of implementing the proposed project. Include the following information:

- ✓ Identify the primary collaborative organizations
- ✓ Describe the nature of the relationship (level of formality, past experience collaborating, accountability structure, etc.)
- ✓ Describe the role of the relationship in regard to specific proposed activities and the value added to the project from the partnership
- ✓ Describe the value added by the partnership to each of the partners.

Appendix H Map of Recommended Applicants



Policy and Advocacy



Organizational Capacity Building