



Champions For Our Children

Community Opportunities Fund

Cycle One
Funding Recommendations Report

Prepared for:

Board of Commissioners Meeting
April 10, 2008

Table of Contents

I.	Executive Summary	3
II.	Community Opportunities Fund Background	3
	A. Types of Grants	4
	B. Development Process	4
III.	Application and Review Process	5
	A. Letter of Intent Phase	5
	B. Proposal Phase	6
IV.	Next Steps	9
	A. Feedback Opportunities	9
	B. Contract Negotiations	9
	C. Assessing Cycle One	9
	Appendix A: Funding Recommendations	11
	Appendix B: Long-Term Outcomes	25
	Appendix C: Information Sessions	26
	Appendix D: LOI Questions	27
	Appendix E: Proposal Questions	28
	Appendix F: Applicant SPA Locations	31
	Appendix G: Map of Recommended Applicants	32
	Appendix H: Funding Cycle Timeline	33

I. Executive Summary

First 5 LA staff are recommending to the Board of Commissioners approval of funding for 14 agencies through the first cycle of the Community Opportunities Fund (COF) for a total award amount of \$3,137,160.

COF reflects a responsive giving approach in support of two types of activities – organizational capacity building and policy and advocacy. The Cycle One application and review processes and documents were greatly informed through the development of both a white paper and a logic model. The white paper was commissioned to identify best practices in the funding of capacity building and policy and advocacy activities, while the logic model provided an illustration of the theory linking capacity building and policy and advocacy activities to long-term outcomes within the COF Funding Priority areas.

In September 2007, First 5 LA received 117 Letter of Intent (LOI) submissions for the first cycle of the fund. All LOIs were submitted online which initiated First 5 LA's utilization of an electronic application system. Following LOI review, staff selected 36 applicants to submit full proposals which were reviewed both internally and externally resulting in the selection of the 14 recommended applicants identified within Appendix A.

Following final funding decisions by the Board of Commissioners, next steps for staff will include Cycle One grantee contract negotiations and implementation of a grantee support and technical assistance plan. Staff will also be conducting a thorough assessment of the first funding cycle process in coordination with planning for the rollout of the remaining three cycles which will include a review of the current outreach, application, and selection processes.

II. Community Opportunities Fund Background

First 5 LA's Community Opportunities Fund (COF), formerly known as the Responsive Giving Fund, as approved in the November 2006 Open Grantmaking Implementation Plan establishes a new funding mechanism for the Commission. COF reflects a responsive giving approach with a focus on funding sustainable change within both organizations and communities.

COF was developed out of the Open Grantmaking investment area to address changing social trends and allow flexibility to respond to community-specific needs. Therefore, while COF has outlined specific long-term outcomes in order to assess the cumulative impact of the fund, and has identified two broad funding approaches, a large degree of flexibility in project design has been included.

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

A. Types of Grants

Because COF is intended to initiate sustainable and systematic change at the organizational and community levels, COF is not designed to fund direct services. Instead, two specific types of support are funded: (1) organizational capacity building 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 was determined based upon a literature review and interviews with other 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 to age five and their families.

Eligible agencies may apply for a maximum of \$500,000 to be distributed over no more than five years. As identified above for the capacity building grants, these amounts were determined through literature review and interviews. 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.

It is the intent of COF that all funded projects lead to long-term sustainable impact on one or more of 13 outcomes within one of three Funding Priority areas: supportive parents and caregivers, good health (nutrition, physical activity, and oral care), and prevention of unintentional injuries (see Appendix B for a list of all associated long-term outcomes).

B. Development Process

As approved in the Implementation Plan, consultants with extensive expertise in the fields of grantmaking, organizational capacity building, and policy work were employed to develop a white paper that explored best practices in funding capacity building and

policy and advocacy activities. Following a thorough literature review and interviews with key stakeholders including members of the philanthropic community, former and current First 5 LA grantees, other community-based organizations, and experts on capacity building and policy and advocacy work, the white paper identified several recommendations that were utilized in the rollout of the first funding cycle. Recommendations from the white paper informed application development, review processes, and outreach strategies.

III. Application and Review Process

As outlined in the Implementation Plan, the first funding cycle of COF employed 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. Letter of Intent Phase

The LOI form was released on July 30, 2007 with information sessions held in early August. Applicants were able to access an online LOI form through the First 5 LA website. This represented the agency's first time utilizing an electronic application format. The online application system 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 sense of the agency's work, an overview of the proposed project, and to establish a connection between the activities proposed, the agency's mission, and the selected Funding Priority area. By initiating the process with an LOI application, staff were able to narrow proposal selection from a large number of submissions without requiring a substantial amount of work by the applicant.

Information Sessions

In early August 2007, following the release of the LOI form, staff held six information sessions throughout Los Angeles County at which representatives of organizations had the opportunity to learn more about the intent and requirements of the fund, hear instructions on how to apply, and have questions addressed by staff. Over 250 individuals, representing more than 150 organizations, attended the sessions. Following the information sessions, ongoing support and TA were made available to applicants via phone and email throughout the LOI process. A full list of the dates and locations of the information sessions is included in Appendix C.

LOI Review Criteria

First 5 LA received 117 submissions, including 78 capacity building and 39 policy and advocacy LOIs, by the deadline on September 14, 2007. 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. Potential for impacting the selected Funding Priority area
- c. Project design and alignment with the COF definitions of capacity building or policy and advocacy

- d. Identification of the target population's needs and their connection to the selected Funding Priority area
- e. Evidence of relevant organizational strengths, experience, and readiness
- f. Financial capacity
- g. Compliance with past and current grants
- h. Overlap with currently funded projects

LOI Review Process

The members of the staff team composed of representatives from the Planning and Development (P&D), Grants Management and Legal Compliance (GMLC), Research and Evaluation (R&E), and Policy 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. Utilizing an interdepartmental review further facilitated the holistic assessment of the applicant by soliciting the vantage point of each department.

Following individual scoring, reviewers met in pairs coordinated across each department to discuss applicants in depth and determine a single consensus score for each applicant. This provided an opportunity to vet each applicant in detail in relation to particular LOI responses. Pair scores were averaged across departments, and applicants were ranked based upon the scores. A final consensus meeting was held among representatives from each review pair. The consensus team reviewed the ranking and discussed the applicants based upon the review criteria. A final ranking was approved by the team, and from the ranking the top 26 capacity building and 10 policy and advocacy applicants were selected to submit proposals.

Feedback

In early November 2007, 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. Interested applicants were also informed of a future opportunity to discuss their LOI in detail in relation to second cycle submission. These in-depth conversations will be coordinated with the release of the second cycle Letter of Intent upon request.

B. Proposal Phase

Of the 117 Letters of Intent reviewed, 36 were invited to submit full proposals, including 10 policy and advocacy submissions and 26 capacity building submissions.

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 and submit it as an attachment to the proposal narrative. 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.

Proposal Workshop

Upon invitation to submit a proposal, applicants were requested to attend a proposal workshop held at First 5 LA in early November 2007. Nearly every applicant agency was represented. Attendees participated in an overview of the proposal questions and review criteria, a hands-on logic model exercise, 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 35 of the 36 invited agencies in time for the first cycle deadline of December 21, 2007. Proposals, consistent with the LOI process, were largely submitted online and 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 funding sectors. From the strong pool of resumes submitted, staff were able to select a total of ten capacity building and seven 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. 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 D and E.

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

- a. Project design, clarity, and viability
- b. The project's connection to the applicant's mission
- c. Viability of the project to impact the identified long-term outcome within the Funding Priority area
- d. Viability of the project to address the target population's needs
- e. Preparedness for and recognition of the impact of potential external forces upon the project
- f. Evaluation plan design and viability in measuring outcomes

Internal Review

Following the external review, the proposals were assessed by the internal staff review team. 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 identify questions raised by the proposals to be addressed at the site visits. The internal review focused upon the following aspects of the proposal:

- a. Overall project alignment with COF definitions of capacity building and policy and advocacy
- b. Alignment between the LOI and proposal in project components and scope
- c. Alignment of the project budget with the proposal narrative

Financial Review

Following the programmatic review identified above, staff lead by the Finance department reviewed financial documents including those agency's independent audits that had been revised since the LOI review. Finance staff additionally reviewed the project budgets and assisted in identifying questions to address during site visits.

Site Visits

First 5 LA staff conducted site visits of those applicants that were rated highly by both external and staff reviewers. 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.

Following each site visit, a tool was completed that assessed the viability of the project, the agency's readiness or capacity, the value-added to the agency's work, the ability to address budget questions, and the applicant's understanding and connection to its target population. Applicants that did not demonstrate that the proposed project would be viable or would add value to the agency's ongoing work were eliminated from further consideration.

Additional 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.

Proposal Recommendations

The 14 proposal recommendations presented to the Board of Commissioners for approval represent 11 capacity building projects and three policy and advocacy projects. The proportions of awards between the two types of grants is based upon

the distribution outlined within the Implementation Plan, with some variance due to the re-allocation of a portion of the Community Opportunities Fund to the Social Venture Fund, as requested by the Commission in November 2007.

A description of each recommended project is identified within Appendix A. As intended by the responsive nature of the fund, the recommendations include a span of long-term outcomes, target communities, and a vast range of activities and sustainable goals.

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.

IV. 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. This feedback will be timed in coordination with release of the second cycle LOI anticipated for June 2008.

B. Contract Negotiations

Following the decision made 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. Grant agreements for the first funding cycle are expected to be executed by August 1, 2008.

C. Assessing Cycle One

In consideration of Cycle One as a pilot for COF, First 5 LA staff are assessing and reflecting upon aspects of the first funding cycle processes and documents that may benefit from further development or revision.

In particular, staff are assessing the outreach plan for Cycle Two to address those disparities apparent in the submission of applications in Cycle One. Staff are revising

the outreach plan for Cycle Two to further diversify the pool of applicants in relation to their target populations, geographic location, and Funding Priority area. For example, few agencies submitted applications that identified “prevention of unintentional injuries” as their target Funding Priority area. Similarly, SPAs one and seven were underrepresented in application submissions (see Appendices F and G for detailed information on the geographic spread of applicants). Staff will seek input from liaison Commissioners as well as members of the community to further develop a detailed outreach plan.

To continue to reflect upon and further develop the Community Opportunities Fund in subsequent cycles, members of the P&D, R&E, and GMLC departments are developing a system to coordinate feedback from project implementation and evaluation to ongoing planning efforts for the remaining COF cycles. A timeline identifying perspective deadlines associated with each of the funding cycles appears in Appendix H.

**Appendix A
 Applicants Recommended for Cycle One Funding**

CAPACITY BUILDING

APPLICANT 1	CURRENT GRANTEE
Applicant Name: Bienvenidos Children’s Center	Total Amount RECOMMENDED (Not to exceed): \$ 149,613.00
Project Title: Capacity Building to Promote Oral Health	Duration of Project: 3 years
Target Community: Southeast and East Los Angeles	Long-Term Outcome: <i>Good Health</i> - Families' access to appropriate oral health care resources
Service Planning Area: 3	
<p>Brief Project Description:</p> <p><i>Project Goal:</i></p> <p>Bienvenidos will improve access to oral health care for children in Southeast and East Los Angeles by increasing its own capacity to assess children’s dental needs and provide oral health education to families.</p> <p><i>Primary Activities:</i></p> <ul style="list-style-type: none"> • Conduct an oral health needs assessment, in coordination with other community partners, of children 0 – 5 in Southeast and East Los Angeles, with a focus on Bell, Huntington Park, and South Gate. The assessment will include a review of existing data sources, as well as primary data to be collected from focus groups, surveys, and interviews. • Identify existing oral health screening tools, as well as culturally and linguistically appropriate educational materials on oral health for young children. • Implement an oral health screening protocol, train staff to use dental screening tools, and distribute oral health educational information to parents. • Conduct a feasibility study to assess the agency's capacity to carry out oral health care, and the potential coordination of care with local Schools of Dentistry. <p><i>Expected Long-Term Results:</i></p> <p>Bienvenidos will increase its capacity to assess the oral health care needs of the children within its target communities and provide educational materials to parents, which will lead to improvements in its own effectiveness in identification and referral of children in need of oral health services. Through outreach coordinated with local dental resources, Bienvenidos will expand families’ access to oral health care.</p>	

APPLICANT 2		<i>CURRENT GRANTEE</i>
Applicant Name: Catholic Healthcare West	Total Amount RECOMMENDED (Not to exceed): \$149,179.00	
Project Title: Hope Street Family Center (HSFC) Resource Development Capacity Project	Duration of Project: 3 years	
Target Community: Central Los Angeles	Long-Term Outcome: <i>Supportive Parents</i> – Parents’ knowledge of parenting and child development	
Service Planning Area: 4		
<p>Brief Project Description:</p> <p><i>Project Goal:</i></p> <p>Catholic Healthcare West will sustain and grow the Hope Street Family Center's (HSFC) parenting and child development programs by expanding its operational capacity through the development of diversified funding streams and creation of a sustainability plan.</p> <p><i>Primary Activities:</i></p> <ul style="list-style-type: none"> • Recruit and hire a Director of Development to focus solely on the sustainability and growth of HSFC programs. This position will work closely with HSFC staff to provide oversight in conducting the development activities. • Conduct an assessment of HSFC fund development efforts to analyze current funding streams, and identify potential new funding sources as well as funding gaps. Based upon the development assessment, draft a sustainability plan designed to increase funding resources in order to maintain programming at its current level and increase the number of children and families served. • Organize a Resource Development Advisory Group composed of program parents, local business leaders, community leaders, and representatives from other agencies to provide guidance over ongoing resource development efforts. • Prepare promotional and public awareness materials and establish a website that will expose more people to HSFC and generate online donations. <p><i>Expected Long-Term Results:</i></p> <p>Catholic Healthcare West will expand the operational capacity of HSFC’s fund development program to support services that meet the needs of children 0 – 5 and their parents. The proposed activities will institutionalize ongoing resource development for the sustainability and expansion of the center’s core programs which are focused upon improving parents’ knowledge of parenting and child development through home and center-based education, school readiness, family literacy, and case management.</p>		

APPLICANT 3		<i>NEW PARTNER</i>
Applicant Name: Community Health Alliance of Pasadena	Total Amount RECOMMENDED (Not to exceed): \$143,472.00	
Project Title: BRUSH – Building Resources for Utilization of Services for Oral Health	Duration of Project: 2 years	
Target Community: San Gabriel Valley Low-income children (less than 200% FPL)	Long-Term Outcome: <i>Good Health-</i> Families' access to appropriate oral health care resources.	
Service Planning Area: 2		
<p>Brief Project Description:</p> <p><i>Project Goal:</i></p> <p>The Community Health Alliance of Pasadena (CHAP) will increase the number of children served by its dental clinic through the development of a sustainable, diversified payer revenue base.</p> <p><i>Primary Activities:</i></p> <ul style="list-style-type: none"> • Hire a dental care manager to provide training to CHAP’s medical providers on conducting oral health screenings, utilizing the dental referral system, and providing culturally competent dental education. • Implement an outreach program, in coordination with community partners, including local schools and community-based organizations, that will include health insurance eligibility education and enrollment, and oral health care screening. <p><i>Expected Long-Term Results:</i></p> <p>CHAP’s dental clinic currently has the physical capacity to accommodate more young patients, however children make up only a small proportion of their dental patient population. Conducting outreach to enroll children in medical and dental public benefits and educating parents on the importance of dental services will both increase access of families to oral health care, as well as provide sustainable revenue through reimbursements for children eligible for insurance, offsetting the costs of uninsured dental care.</p>		

APPLICANT 4		CURRENT GRANTEE	
Applicant Name: Connections for Children		Total Amount RECOMMENDED (Not to exceed): \$150,000.00	
Project Title: Board and Business Development Project		Duration of Project: 3 years	
Target Community: Westside and South Bay		Long-Term Outcome: <i>Supportive Parents/Caregivers-</i> Parents knowledge of parenting and child development	
Service Planning Area: 5			
<p>Brief Project Description:</p> <p><i>Project Goal:</i></p> <p>Connections for Children will expand its parent education programs by developing long-lasting, mutually beneficial relationships with local businesses in order to strengthen the Board of Directors and cultivate new funding sources.</p> <p><i>Primary Activities:</i></p> <ul style="list-style-type: none"> • Assess strengths and identify critical gaps in expertise and resources of the current Board of Directors, develop relationships with businesses and allied agencies to target prospective Board members, expand the size of the Board, and provide ongoing training for all members. • Conduct a baseline analysis of organizational strengths and challenges to use to develop annual goals and plans for leadership training of Board members and staff. • Research potential new funding streams, including corporate donors and fee-for-service partnerships, and train Board members in basic fundraising skills and strategies. • Craft a public relations plan to increase awareness of Connections for Children. • Build alliances with employers to expand at-work parent support services. <p><i>Expected Long-Term Results:</i></p> <p>Connections for Children will improve its agency infrastructure by expanding fund development and fostering Board leadership. By developing a Board that is actively engaged in fundraising and programs, Connections for Children will increase the sustainability and scope of its core programs and expand the resources made available for parents to increase their knowledge of parenting skills and child development.</p>			

APPLICANT 5		FORMER GRANTEE
Applicant Name: Foothill Family Services	Total Amount RECOMMENDED (Not to exceed): \$150,000.00	
Project Title: Technology Capacity Building Project	Duration of Project: 3 years	
Target Community: San Gabriel and Pomona Valleys	Long-Term Outcome: <i>Supportive Parents/Caregivers-</i> Parents knowledge of parenting and child development	
Service Planning Area: 3		
<p>Brief Project Description:</p> <p><i>Project Goal:</i></p> <p>Foothill Family Services will improve its parenting and family intervention programs by modernizing the clinical and administrative information system through the implementation of a new electronic health records system (EHRS), which will facilitate ongoing evaluation and program improvement.</p> <p><i>Primary Activities:</i></p> <ul style="list-style-type: none"> • Install and customize the EHRS, and recruit and hire an in-house EHRS Coordinator to implement and maintain the technology. • Train staff (190 staff across five sites) to effectively use the EHRS system to document and improve program implementation. • Develop outcome modules that will be tracked by EHRS, and will be designed to provide ongoing feedback for valuable program evaluation. <p><i>Expected Long-Term Results:</i></p> <p>Foothill Family Services will implement EHRS to increase the agency’s capacity for effective self-evaluation and ongoing program improvement. Data will be utilized to increase coordination of service delivery within and outside of the agency and to improve program implementation. Program evaluation will focus on improving service delivery to parents, as well as agency decision-making regarding parent programs, both of which are expected to improve parent education and understanding of child development – core components of Foothill Family Services’ programs.</p>		

APPLICANT 6		FORMER GRANTEE
Applicant Name: Friends of the Family	Amount Total RECOMMENDED (Not to exceed): \$150,000.00	
Project Title: Evaluation Redesign Project	Duration of Project: 3 years	
Target Community: Greater Los Angeles with a focus in central/northeast San Fernando Valley	Long-Term Outcome: <i>Supportive Parents/Caregivers-</i> Parents integration into social networks	
Service Planning Area: 2		
<p>Brief Project Description:</p> <p><i>Project Goal:</i></p> <p>Friends of the Family will decrease isolation and improve social networks for parents by developing an agency-wide evaluation plan that will enhance its ability to provide evidence of the impacts and effectiveness of programs, improve program management, and drive decision-making for future operations.</p> <p><i>Primary Activities:</i></p> <ul style="list-style-type: none"> • Assess existing evaluation protocols and instruments, map current strengths, and identify gaps and desired benchmarks. • Conduct staff, participant, and community interviews to allow program participants and partner agencies to provide feedback on what communities desire to attain from an evaluation process, and identify the relevant evaluation questions for programs. • Train staff on the use of evaluation software and utilization of feedback. • Launch a pilot evaluation, implementing data collection, utilizing instruments, and monitoring evaluation protocols. • Refine measurement tools and data collection protocols based upon pilot findings, and launch evaluation of other programs. <p><i>Expected Long-Term Results:</i></p> <p>Friends of the Family serves many parents that have been identified as isolated and do not participate in positive social networks. Improving capacity to determine the degree to which individual and coordinated program services are reducing isolation and helping parents to become more supportive of one another will strengthen capabilities to have significant positive impact in increasing and improving the social networks of parents.</p>		

APPLICANT 7		FORMER GRANTEE
Applicant Name: INMED Partnerships for Children	Total Amount RECOMMENDED (Not to exceed): \$150,000.00	
Project Title: MotherNet L.A. Capacity Building Project	Duration of Project: 3 years	
Target Community: South Los Angeles with a focus in Compton	Long-Term Outcome: <i>Supportive Parents/Caregivers-</i> Parents knowledge of parenting and child development	
Service Planning Area: 6		
<p>Brief Project Description:</p> <p><i>Project Goal:</i></p> <p>INMED’s MotherNet L.A. program will improve its programs’ parent education outcomes by developing fiscal flexibility to sustain outcomes for families beyond time-limited grant funding.</p> <p><i>Primary Activities:</i></p> <ul style="list-style-type: none"> • Develop strategic communications, including organizational branding and positioning, relationship building with policymakers, key community leaders and the media, and targeted marketing materials. • Diversify revenue by cultivating and sustaining unrestricted funding through individual and corporate sources, including fundraising events, utilizing donor management software to enhance giving and donor retention, and expanding current focus of diversification between public and private dollars to focus on multi-year funding. • Foster relationships by creating a relationship-building action plan, including increasing its presence in collaborative organizations, and establishing L.A.-area representation on INMED's international Board. <p><i>Expected Long-Term Results:</i></p> <p>MotherNet L.A. will institutionalize a more flexible funding system to allow the organization to sustain and grow programs. Reducing restrictions on funding will facilitate the opportunity to coordinate, improve, and expand MotherNet L.A. programs, including perinatal home visitations, center-based parent education and support groups, and child development classes.</p>		

APPLICANT 8		<i>NEW PARTNER</i>
Applicant Name: Long Beach Day Nursery	Total Amount RECOMMENDED (Not to exceed): \$149,999.00	
Project Title: Better Food Equals Better Chances for Educational Success	Duration of Project: 3 years	
Target Community: Long Beach	Long-Term Outcome: <i>Good Health</i> – Children’s consumption of the recommended daily intake of nutrients	
Service Planning Area: 8		
<p>Brief Project Description:</p> <p><i>Project Goal:</i></p> <p>Long Beach Day Nursery (LBDN) will improve the consumption of the recommended daily intake of nutrients for the children served in their day care and preschool settings by increasing the agency’s capacity to incorporate more fresh produce and whole grains into the children’s meals both on site and in their homes.</p> <p><i>Primary Activities:</i></p> <ul style="list-style-type: none"> • Engage a dietician to review the LBDN meal program and advise on improving overall quality and nutritional content. • Audit current food vendors to improve purchasing practices resulting in cost savings, better access to fresh produce, and increased use of whole grains. • Train Long Beach Day Nursery staff to implement improvements. • Identify culturally appropriate parent education for nutrition and food preparation, and partner with organizations to leverage use of existing, high-quality health educational materials. • Increase exposure of children to fresh produce through in-class activities and field trips. • Partner with Long Beach Nonprofit Partnership (LBNP) for evaluation of project. <p><i>Expected Long-Term Results:</i></p> <p>LBDN will increase its capacity to provide high quality nutritious meals to children in its care, as well as its capacity to provide culturally appropriate nutrition education to parents. Through the development of in-class and field trip activities coordinated with dietitians and support from other CBOs, Long Beach Day Nursery will increase children’s consumption of the recommended daily intake of nutrients.</p>		

APPLICANT 9		CURRENT GRANTEE
Applicant Name: Mothers Club Community Center	Total Amount RECOMMENDED (Not to exceed): \$150,000.00	
Project Title: Volunteer Program for Generation X	Duration of Project: 3 years	
Target Community: Greater Pasadena	Long-Term Outcome: <i>Supportive Parents/Caregivers-</i> Parents knowledge of parenting and child development	
Service Planning Area: 3		
<p>Brief Project Description:</p> <p><i>Project Goal:</i></p> <p>Mother’s Club will increase its capacity to sustain its services to parents with young children and enhance the efficacy of its parent education programs by recruiting younger volunteers (ages 25-40) who will provide a future generation of long-term financial and leadership support to the agency.</p> <p><i>Primary Activities:</i></p> <ul style="list-style-type: none"> • Recruit and hire an experienced Volunteer Program Manager who will develop and implement a formal volunteer program to attract members of “Generation-X.” • Coordinate volunteer activities with the program staff. • Identify and cultivate donors from the volunteer pool, and provide ongoing assessment of program effectiveness, volunteer recruitment and retention. <p><i>Expected Long-Term Results:</i></p> <p>Mother’s Club will increase its capacity to recruit a younger core of volunteers, while simultaneously cultivating long-term donors. By developing an expanded base of younger donors, Mother’s Club will increase the sustainability of its parenting programs and will have long-term impact on parents’ understanding of child development.</p>		

APPLICANT 10		<i>CURRENT GRANTEE</i>
Applicant Name: Para Los Niños	Total Amount RECOMMENDED (Not to exceed): \$150,000.00	
Project Title: Capacity Project to Enhance Parent Engagement in Early Childhood Development	Duration of Project: 3 years	
Target Community: Los Angeles County with a focus on SPA 4	Long-Term Outcome: <i>Supportive Parents/Caregivers-</i> Parents knowledge of parenting and child development	
Service Planning Area: 4		
Brief Project Description:		
<i>Project Goal:</i>		
<p>Para Los Niños will engage parents of children in the agency’s early childhood programs by increasing its capacity to better integrate parent-involvement strategies into their early childhood curriculum and further engage parents around issues of educational development.</p>		
<i>Primary Activities:</i>		
<ul style="list-style-type: none"> • Visit other early childhood programs to study parent involvement strategies in practice. • Hold weekly curriculum meetings at each program site to assist in curriculum development, and observe teachers as they engage parents in the classroom setting. • Implement teacher-training workshops, field-study, curriculum planning, one-on-one teacher tutorial sessions, and classroom facilitation and evaluation. 		
<i>Expected Long-Term Results:</i>		
<p>Para Los Niños will enhance its curriculum with the design of new parent-involvement tools. The agency will establish opportunities for parents to spend more hours in the classroom and to provide input on classroom activities and projects. Parents will identify learning opportunities that nurture their child's growth in a variety of developmental areas, and will communicate with lead teachers on their child's developmental progress outside the home.</p>		

APPLICANT 11		<i>CURRENT GRANTEE</i>
Applicant Name: Westside Children’s Center, Inc.	Total Amount RECOMMENDED (Not to exceed): \$149,011.00	
Project Title: Building Staff Resiliency	Duration of Project: 3 years	
Target Community: West Side of Los Angeles.	Long-Term Outcome: <i>Supportive Parents/Caregivers-</i> Parents knowledge of parenting and child development	
Service Planning Area: 5		
<p>Brief Project Description:</p> <p><i>Project Goal:</i></p> <p>Westside Children’s Center will improve the consistency and effectiveness of its parenting and child development programs by improving its capacity to build staff resilience.</p> <p><i>Primary Activities:</i></p> <ul style="list-style-type: none"> • Hire a Human Resources Assistant to absorb some of the HR Director's responsibilities which will be displaced by the proposed project. • Develop, disseminate and analyze a staff survey to gauge strengths and weaknesses relative to resiliency and the need for and interest in different strategies for staff support. • Hire a professional development consultant to oversee implementation of monthly staff development programs. <p><i>Expected Long-Term Results:</i></p> <p>Westside Children’s Center will increase its capacity to foster staff resiliency and provide comprehensive staff training and support. Greater staff resiliency will increase the agency’s staff retention and competency, and improve the consistency and effectiveness of services to parents.</p>		

POLICY AND ADVOCACY

APPLICANT 1		<i>NEW PARTNER</i>
Applicant Name: California Center for Public Health Advocacy	Total Amount RECOMMENDED (Not to exceed): \$499,857.00	
Project Title: Healthy Communities for Healthy Kids (HCHK)	Length of Project: 5 years	
Target Community: Baldwin Park, Bell, El Monte, Huntington Park, La Puente, Lynwood, and South Gate	Primary Long-Term Outcome(s): <i>Good Health</i> - Children and families' access to fruits and vegetables within their community	
Service Planning Area: 3		
<p>Brief Project Description:</p> <p><i>Project Goals:</i></p> <p>California Center for Public Health Advocacy (CCPHA) will implement a place-based grassroots advocacy initiative to improve access to healthy eating opportunities for young children and their families.</p> <p><i>Primary Activities:</i></p> <ul style="list-style-type: none"> • Establish community task forces and train community members (parents of children 0-5) to compile local needs assessments, asset maps, and walkability assessments. • Generate local data into policy briefs and community-specific fact sheets for community and policymaker training. • Select five communities within which to conduct in-depth advocacy. • Support advocacy groups as they select healthy eating policies for their cities, develop materials to advocate for these policies with city councils, and monitor implementation of these policies after they are adopted. <p><i>Expected Long-Term Results:</i></p> <p>CCPHA will improve access to healthy foods by engaging families to advocate for city policies that improve community food environments. The policies adopted in each of the five communities will institutionalize a nutritional environment that will lead to improved access to fruits and vegetables in those communities.</p>		

APPLICANT 2		CURRENT GRANTEE
Applicant Name: Los Angeles Best Babies Network	Total Amount RECOMMENDED (Not to exceed): \$500,000.00	
Project Title: Los Angeles County Perinatal Task Force	Length of Project: 5 years	
Target Area: Los Angeles County	Primary Long-Term Outcome(s): <i>Supportive Parents/Caregivers - Parents' integration into social networks</i>	
Service Planning Area: 4		
<p>Brief Project Description:</p> <p><i>Project Goal:</i> The Los Angeles Best Babies Network (LABBN) will work through the Perinatal Mental Health Task Force to improve parents' support networks by advocating for increasing access to perinatal mental health services for women experiencing perinatal depression.</p> <p><i>Primary Activities:</i></p> <ul style="list-style-type: none"> • Develop and implement a policy agenda aimed at increasing awareness and legislative support for the need to train providers to screen for perinatal depression. • Convene quarterly meetings of the Perinatal Mental Health Task Force to develop a community outreach strategy to bring additional stakeholders into the policy discussions. • Support and coordinate the Task Forces' effort to identify key policy issues around perinatal depression by creating position papers, policy briefs and collateral materials to aid in the advocacy strategy. <p><i>Expected Long-Term Results:</i> LABBN will have a long term impact on parents' integration into social networks by improving the mental health of women, their intimate ties to social services and other parents. The Task Force will develop a policy agenda to gain the attention of key legislative representatives who can work to ensure the issue of perinatal mental health is addressed through systemic change and budgetary support.</p>		

APPLICANT 3		<i>CURRENT GRANTEE</i>
Applicant Name: Los Angeles Gay and Lesbian Community Services Center	Total Amount RECOMMENDED (Not to exceed): \$496,029.00	
Project Title: All Families Welcome	Length of Project: 5 years	
Target Population: LGBT families in Los Angeles County	Long-Term Outcome: <i>Supportive Parents/Caregivers</i> - Concrete support to parents in times of crises	
SPA(s) to be Served: 4		
<p>Brief Project Description:</p> <p><i>Project Goal:</i></p> <p>The Los Angeles Gay and Lesbian Community Services Center (LAGLCSC) will advocate for systems change within a variety of social institutions as a means to provide LGBT families with equal access to critical concrete services.</p> <p><i>Primary Activities:</i></p> <ul style="list-style-type: none"> • Develop materials that are designed to assist LGBT families in navigating social service systems. • Establish concrete recommendations for public and social service institutions to improve access and reduce barriers for LGBT families to access services provided by those institutions. • Advocate for systems/policy changes within key social institutions. • Develop a social marketing campaign designed to shift public opinion regarding acceptance and inclusion of LGBT families. <p><i>Expected Long-Term Results:</i></p> <p>LAGLCSC will advocate for systems change within social institutions that are instrumental in assuring families have the concrete support that is needed in times of crises, such as emergency housing, foster care services, or public benefits. The agency's advocacy efforts will improve equality in LGBT families' access to the critical services provided by the targeted community resources.</p>		

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
LOI Information Sessions: Locations and Dates

Date	Location
August 3, 2007	First 5 LA
August 6, 2007	Azusa Pacific University 901 E. Alost Ave. Azusa, CA 91702
August 7, 2007	Inglewood City Hall, Community Room One W. Manchester Blvd. Inglewood, CA 90301
August 8, 2007	Valley Presbyterian Hospital, 15107 Vanowen St. Van Nuys, CA 91405
August 10, 2007	Lancaster Library, 601 W. Lancaster Blvd. Lancaster, CA 93534
August 13, 2007	Barbara J. Riley Community and Senior Center, Auditorium 7810 Quill Dr. Downey, CA 90242

Appendix D **LOI Questions**

1. Provide a brief overview of the proposed project (including the expected progression of key activities, overall goal, and how the proposed project relates to your organization's work).
2. At the completion of your grant, what specific outcomes in your organization's capacity or policy and advocacy programs will you have accomplished? How will you know that you have succeeded?
3. Describe the organizational capacity building needs or policy and advocacy issues you plan to address through the proposed work, how these needs were identified, and how the proposed project/activities will address these needs.
4. Describe the demographic and geographic characteristics of your target population. What are the target population needs related to the selected Funding Priority area? How will the proposed project/activities lead to addressing these needs? How will the proposed work have long-term impact on the selected Funding Priority?
5. Describe your organization and staff's past and present activities and accomplishments related to the selected Funding Priority area.
6. Has your organization ever conducted capacity building or policy and advocacy activities before? If so, please describe the activities and their results.
7. Describe your organization's strengths, resources, and readiness that will contribute to the successful implementation of your proposed project. Include as relevant: leadership, staff/board/volunteer expertise, working relationships with other organizations, community resources, and other related strengths.

Appendix E Proposal Questions

1. Briefly describe the core services and/or programs your organization currently offers and explain why these services and/or programs address your organization's mission and goals.
2. Provide a brief description of your organization's proposed project, including the following:
 - A) Project goal
 - B) Primary activities
 - C) How the project will impact your organization, children age 0 - 5, and the selected Funding Priority area
 - D) Include an explanation of the "value added" from the project. That is, how will this work expand upon or enhance the work that is already being conducted by your organization?
3. If you plan to collaborate with other organizations on the project, please list the organizations if know, and/or identify the types of organizations you intend to partner with. Include the following information in your response:
 - A) How you will enhance your own work on this project by collaborating with others
 - B) The challenges you expect you may encounter in the collaboration.
 - C) The type of decision making process you plan to use within the collaborative or coalition
 - D) The level of formality of informality that is planned for the structure of the collaborative
4. Describe your proposed activities in detail. Include the following information:
 - A) The logical progression of activities
 - B) Who within the organization (staff, volunteers, board) and/or outside the organization (consultants, coalition members, community members, etc.) will be responsible for implementing each activity and the specific role each will play
 - C) The frequency and/or number associated with each activity
 - D) The expected timeline for commencing and completing each activity
5. Describe the connections between your organizational resources and proposed activities (as indicated in your logic model). Include the following information:
 - A) An explanation of how and why specific organizational resources/strengths will facilitate implementation of the proposed activities. Be sure to link specific resources to specific activities
 - B) Include as relevant: organizational structure, organizational experience, staff expertise and/or experience, knowledge of target community, etc.
6. Describe the connections between proposed activities and short-term outcomes. Include an explanation of how each proposed activity will lead to the activity's expected short-term outcome (project-level outcomes).

7. Describe the connections between identified short-term outcomes and intermediate outcomes. Include the following information:
 - A) An explanation of how each short-term outcome will result in achievement of specific intermediate outcome(s) (outcomes related to organizational effectiveness to be achieved by the end of the grant)
 - B) An explanation of how achievement of the intermediate outcomes addresses the identified organizational need
 - C) An explanation of how the intermediate outcomes identified will be sustained following the close of the grant period (without future funding from First 5 LA)
8. Describe the connections between identified intermediate outcomes and the selected long-term outcome. Include an explanation of how each identified intermediate outcome will eventually lead to a sustainable impact on the selected long-term outcome within the Funding Priority area (this may not occur until after the completion of the grant). Please note that this refers to the long-term outcome selected at the beginning of the proposal.
9. Explain how the impact on the selected long-term outcome will address the identified target community need(s).
10. Describe the external forces (changes that impact the project but are outside of the applicant agency's control) that may facilitate or challenge implementation of the proposed project. How do you expect this to potentially impact your timeline for project implementation?
11. Describe how you intend to integrate evaluation activities in the implementation of your proposed project. Include the following information:
 - A) Who will evaluate your proposed project
 - B) The roles of your project evaluator and project staff in program evaluation
 - C) In addition to program evaluation at the project level, First 5 LA will conduct an initiative-level evaluation of the Community Opportunities Fund. In light of this, describe your organization's readiness in participating in this type of evaluation
12. Describe how you propose to document the effectiveness of your project.
13. Demonstrate how you plan to address the question, "Is the project achieving its intended short-term and intermediate outcomes?" Include the following information:
 - A) A sequence of detailed activities that will be conducted to assess the degree to which short-term outcomes are attained
 - B) A sequence of detailed activities to be conducted to assess the degree to which intermediate outcomes are attained
14. Describe how you will use your evaluation data to ensure timely feedback in your project for these purposes: (1) to modify and enhance the project over the course of implementation; and (2) to cull lessons learned on "promising practices." Include the following information:
 - A) Feedback mechanisms including forms, frequency, and participation

- B) An explanation of how you propose to utilize lessons learned regarding "promising" or "best practices"

Appendix F
Number of Applicants Located Within Each SPA

SPA Location	LOI Submissions (117 Total)	Proposal Invites (36 Total)	Proposal Submissions (35 Total)	Recommended Proposals (14 Total)
SPA 1	2	0	0	0
SPA 2	12	2	2	2
SPA 3	17	8	8	4
SPA 4	35	15	15	4
SPA 5	14	4	3	2
SPA 6	16	3	3	1
SPA 7	7	2	2	0
SPA 8	14	2	2	1

Appendix G Map of Recommended Applicants



**Appendix H
 Funding Cycles Timeline***

LOI Due	LOI Decision Made/Proposals Requested	Proposal Due	Staff Review Complete	Commission Review
First Funding Cycle (Incorporates learning time between end of first and beginning of second cycles)				
Sept. 14, 2007	Nov. 2, 2007	Dec. 21, 2007	March 2008	Apr. 2008
Second Funding Cycle				
July 2008	Sept. 2008	Nov. 2008	Feb. 2009	March 2009
Third Funding Cycle				
May 2009	July 2009	Aug. 2009	Dec. 2010	Jan. 2010
Fourth Funding Cycle				
March 2010	May 2010	July 2010	Oct. 2010	Nov. 2010

* Dates included are estimates, and may be subject to change.