



# County of Santa Cruz 301

## HUMAN RESOURCES AGENCY

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February 12, 1999

BOARD OF SUPERVISORS  
County of Santa Cruz  
701 Ocean Street  
Santa Cruz, CA 95060

Agenda: February 23, 1999

### ANSWERS BENEFITING CHILDREN

Dear Members of the Board:

In November 1998 the California Office of Child Abuse Prevention (OCAP) and the Governor's Office of Criminal Justice Planning (OCJP) issued a competitive Request for Proposals (RFP) for the Answers Benefiting Children initiative. A total of 15 grants providing start-up and partial funding for the program will be awarded statewide (9 to non-rural counties and 6 to rural counties). Answers Benefiting Children (ABC) is designed to encourage communities to plan and develop a comprehensive integrated service delivery approach for the prevention and treatment of child abuse and neglect. Core elements of ABC include family support home visiting services to families with children under the age of six and victim assistance treatment services for children up to 18 years old. Services are to be combined with an array of family support services and resources provided through a Family Resource Center in a targeted community.

Successful applicants will receive a total of \$575,000 in grant funds to be awarded over a two year period beginning July 1, 1999. A 50% local match of a combination of cash and in-kind resources is required. Applications, which are due on March 1, 1999, must be submitted by a public agency designated by the Board of Supervisors. Although the County serves as the fiscal agent for the grant, the ABC initiative requires that services be delivered through the non-profit sector. Proposals are to reflect a collaborative planning and development process, involving Boards of Supervisors, public health and social services agencies, education, interested community agencies, parents and consumers. A summary of the RFP is attached.

In response to this opportunity to capture substantial resources for our community's children, the Human Resources Agency (HRA) and the Health Services Agency (HSA) have met with representatives of the Family Resource Center Network (FRCN), the Watsonville Healthy

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Families Collaborative, the Children's Network and the FRCN Parent Leadership conference to develop an ABC program design and pilot project proposal to target at-risk families in south county. Because ABC requires such an ambitious pre-application planning process, the formal written proposal will not be completed in time for your Board's agenda. However, the key features of the ABC design being developed by the collaborative partners is provided in the following section. The purpose of this letter is to request that your Board adopt the attached resolution designating the Human Resources Agency as the public agency authorized to submit an application on behalf of the County of Santa Cruz and our community partners. If our County's proposal is successful, the Human Resources Agency will return to your Board in May for final approval prior to acceptance of the grant and related contractual agreements. First year revenues and expenditures will be incorporated into HRA's FY 1999/2000 budget request.

### **Overview of the ABC Initiative**

At the state and local levels, there is an increasing awareness of the need for reform within children and family service systems which are often insufficient to respond to escalating human problems. Preventing child abuse and ensuring the effectiveness of services cannot be accomplished only by narrowly focusing on changes in the child protection system. Because child maltreatment is closely related to influences that erode parental capacity (substance abuse, domestic violence, parental isolation, limited resources and a general lack of family and community supports), protecting children requires a more comprehensive commitment to improving child and family well being. Key to effective reform is recognition that the conventional service delivery system is fragmented, funding streams are uncoordinated and administrative requirements are overly complex and often duplicative. Real changes in the system are needed if we are to reduce or eliminate these problems.

The major focus of the ABC initiative is systems change, including the identification and reallocation of resources to provide better outcomes for families. Through the ABC Request for Proposals, communities are encouraged to create a preliminary plan that focuses on fundamentally strengthening the structure, process and services devoted to families and children at risk. The plan must identify gaps in services and resources and determine how the community can build a comprehensive prevention, early intervention and treatment system countywide and in a targeted community.

The ABC initiative/grant has several components:

- ~~Pre-Application Planning~~ (which is unfunded and constitutes the work of proposal development), each community is charged with initiating two distinct planning teams. **The Funding Team** includes the directors of the health and social

services departments, education, community providers and parents, as well as representation from the Board of Supervisors. This team is responsible for addressing the complexities of funding integrated family support efforts, and identifying and redirecting existing funding streams and program resources. The **Development Team** consists of core members from the Funding Team, program managers and staff from public/private agencies and parents. The Development Team is responsible for addressing the “how to” of integrating home visiting and Family Resource Center services into the service continuum. Both teams will identify gaps in services and/or resources and work on the countywide and targeted community plan. Communities are encouraged to blend or build upon existing collaboratives in the community rather than create new ones.

- Long-Term Planning (\$50,000). Successful grant applicants will receive this funding for a continued nine month post-award planning effort. This process will involve the Funding and Development Teams and will focus on strategies for long-term sustainability and expansion of their county’s ABC initiative. A written report is due to OCAP and OCJP at the end of the nine month period. A local match is not required for this component.
- Great Beginnings: Family Support Home Visiting: with Family Resource Center (\$25,000). Grant funds, which require a 50% local cash and/or in-kind match will be provided over a two year period and are intended to assist in developing a home visiting program integrated within a family resource center setting. The local design for this component must incorporate the key guidelines of the California Safe and Healthy Families (Cal-SAHF) Family Support Home Visiting Model and be targeted to families with very young children (aged 0 - 5). The program is aimed at the isolated “overburdened family” and incorporates intensive in-home visits with center based activities designed to improve parent-child relationships and strengthen family functioning. The model relies on a comprehensive multi-disciplinary Team approach utilizing professional and para professional staff, including home visitors, a nurse, child development and other specialists. Center-based elements include child enrichment classes, parent-child “Play and Grow” groups, and parent support groups. A portion of the funding for the *Great Beginnings* component (a minimum of \$25,000) is to be used for support of the targeted Family Resource Center.

- Child Abuse Treatment Services (CATS) (\$200,000). Funds for this component are provided by OCJP for a one year period with the possibility of a second year of funding. A 50% cash or in-kind match is required. Services are for victims of child abuse and neglect from age 0 - 18, and their non-offending family members. Services may include direct support to child victims such as crisis intervention, emergency food and transportation and shelter. Also included are individual and group counseling services. A full-time CATS clinician is to be co-located at the targeted Family Resource Center site.

### **Local Planning and Program Design**

Over the past several weeks, an ambitious series of planning meetings has been underway to develop a design concept and financing plan for the ABC initiative. The planning group membership was drawn from the health and human resources agencies (HRA and HSA) and three local collaboratives which are strongly focused on developing resources and programs for families and children in our community: the Family Resource Center Network (FRCN), the Watsonville Healthy Families Collaborative, and the countywide Children's Network. Parent representatives from the recently created FRCN Family Leadership Conference also participate, as well as staff from the office of Supervisor Tony Campos and the City of Watsonville.

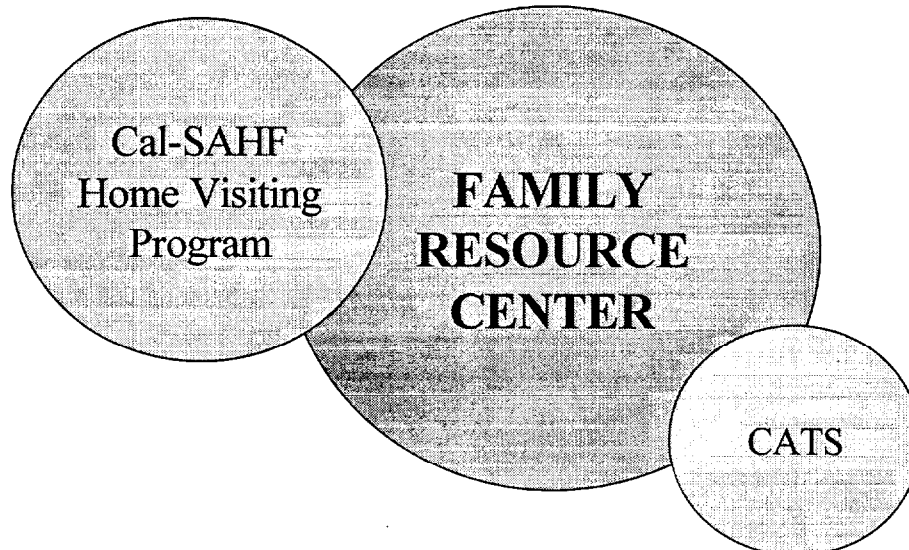
Although much planning work remains, the collaborative Funding and Development Teams have accomplished the challenging task of crafting a preliminary design and collaborative agreements for a pilot ABC initiative in the Watsonville community. The proposed design reflects a joint commitment on the part of the County agencies and non-profit partners who will be redirecting staff and program resources to form an integrated *Great Beginnings* program of home visiting with Family Resource Center services. The diagram below illustrates the complementary components of our design.

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### Answers Benefiting Children

#### *Great Beginnings Component*

*(Family Support Home Visiting in a Family Resource Center)*



*Child Abuse Treatment  
 Services Component*

Family Resource Center. The planning collaborative is proposing to combine, integrate and enhance existing family resource services currently provided in close proximity at the downtown La Manzana office complex in Watsonville. Food and Nutrition Services (FNS) has taken the lead on developing this component of our design. Initially the proposed Family Resource Center will include FNS Adelante and Women, Infants & Children (WIC) programs, Alto Counseling Services, programs of the Pajaro Valley Student Assistance Programs, as well as various classes and groups sponsored by agencies interested in providing services at the site. HRA is exploring the feasibility of outstationing Medi-Cal and Food Stamp staff at the center, as well as co-locating other agency services such as the Independent Living Skills Program. Initially, vacant and underutilized space at the existing facilities will be utilized. However, it is hoped that additional space at La Manzana or another suitable site in Watsonville can be developed as

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interest and funding is secured. The ABC grant will earmark \$25,000 for the purpose of developing the Family Resource Center. As part of the home visiting component described below, a number of center-based activities (such as child enrichment classes and parenting groups) will be located at the Family Resource Center. As space becomes available, the home visiting team staff will also co-locate the Center complex.

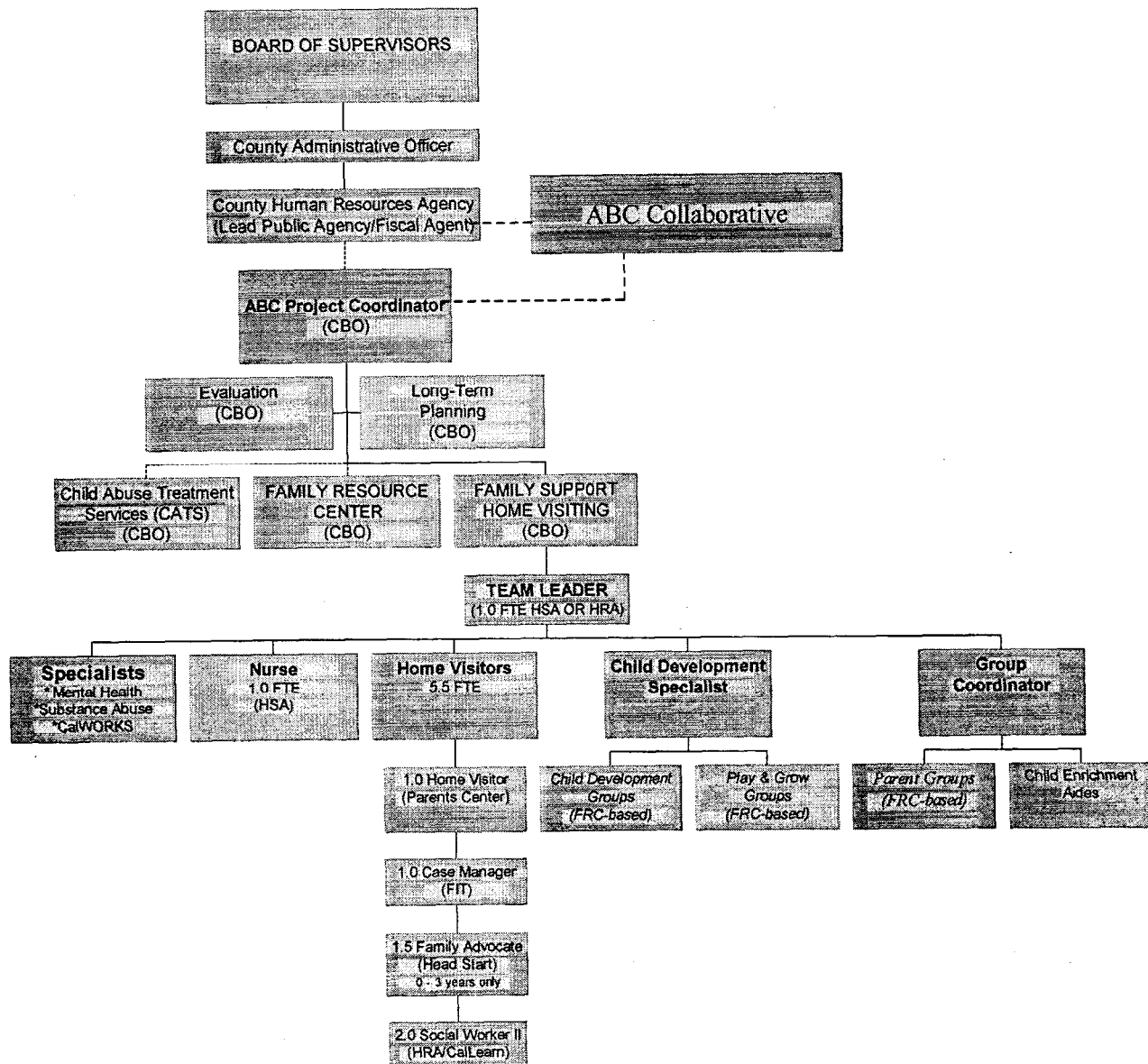
Family Support Home Visiting (0 - 5 years). For this component, the planning partners are proposing a design that would consolidate staffing and program operations under the auspices of a lead community agency. The core of the home visiting multi-disciplinary team will consist of a professional level Team Leader from either HRA (a social work supervisor) or HSA (a public health nurse) and five para-professional home visitors redirected from Head Start, Families in Transition (FIT), the Parents Center and the CalLearn teen mothers program. Much of this staffing will be provided as part of the grant match; however a portion of the staffing and operational costs will be charged to the grant. In addition to these staff, a number of specialists will participate on the team: a full-time nurse, child development specialist, group coordinator/parent educator, mental health and substance abuse specialist. These specialists will meet weekly with the core team and be available throughout the day to provide consultation on cases. The nurse will visit families at home based on the level of risk and need as determined by the team. Child enrichment and parenting groups will be provided at the Family Resource Center for families participating in the program.

Child Abuse Treatment Services (CATS). HRA is working with those agencies in the collaborative who have expressed an interest in participating in this component and who are currently providers of child abuse services for the 0 - 18 year old population. The Parents Center and Defensa de Mujeres will incorporate elements of the individual, family and group treatment programs and Family Violence Response Team program as part of the CATS design to expand and enhance the overall level of service delivery.

The following chart illustrates the proposed ABC organizational design developed by the planning collaborative. It should be noted that, although a lead community agency will be responsible for overall coordination of the project and will be directly responsible for overseeing the home visiting program, other components of the project (such as CATS) may be provided by other non-profits. All elements of the ABC design, including redirected staffing and resources, will be operationalized through formal memorandums of understanding (MOU's) between the collaborating partners.

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**Proposed ABC Organizational Structure**

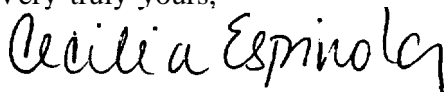


F i n a n c i n g

As discussed earlier, the ABC grant requires a 50% cash and/or in-kind local match. The proposed budget for the preliminary design described above would consist of a mix of grant funds, County cash and in-kind match and in-kind contributions of staffing and operational resources from our community partners. Although preliminary, we estimate that a total of \$180,000 in County funds are needed for each of the two years (\$100,000 redirected from the County share of categorical aids and \$80,000 from TANF incentive funds). These funds would finance the costs associated with staffing for the team leader position, the nurse position and social worker staff for the home visiting components of the program. Administrative costs associated with HRA's role as the grant fiscal agent are included in the in-kind match. To date, a total of \$200,000 in in-kind contributions from the community partners has been identified for each of the two years.

IT IS THEREFORE RECOMMENDED that your Board adopt the attached resolution designating the Human Resources Agency as the prime grantee and public agency authorized to submit an Answers Benefiting Children proposal on behalf of the County; and direct the Human Resources Agency Administrator to provide your Board on March 23, 1999 with a copy of the proposal and a status report on financing.

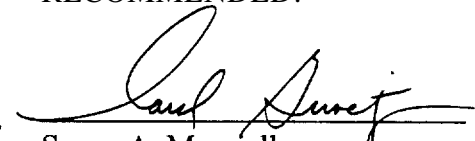
Very truly yours,



CECILIA ESPINOLA  
Administrator

CE/MS (o:\bosltr\abc)

RECOMMENDED:

  
for Susan A. Mauriello  
County Administrative Officer

Attachments

cc: County Administrative Officer



BEFORE THE BOARD OF SUPERVISORS  
OF THE COUNTY OF SANTA CRUZ, STATE OF CALIFORNIA

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RESOLUTION NO.

On the motion of Supervisor  
duly seconded by Supervisor  
the following resolution is adopted

RESOLUTION DESIGNATING THE HUMAN RESOURCES AGENCY  
AS THE ADMINISTRATIVE AGENCY AND GRANTEE FOR THE  
ANSWERS BENEFITING CHILDREN (ABC) INITIATIVE

WHEREAS, the California Office of Child Abuse Prevention (OCAP) and the Governor's Office of Criminal Justice Planning (OCJP) have issued a request for grant proposals for the Answers Benefiting Children (ABC) initiative; and

WHEREAS, the ABC grant would benefit children and families in our community by providing funding for planning and services to prevent child abuse and treat the victims of child abuse; and

WHEREAS, the State requires that the Board of Supervisors designate a lead public agency to submit the ABC proposal on behalf of the County and to serve as the administrative agency and prime grantee if awarded an ABC grant; and

WHEREAS, the Human Resources Agency has collaborated with local public agencies, community providers and parents to develop an ABC plan and proposal;

NOW, THEREFORE BE IT RESOLVED AND ORDERED that the Human Resources Agency is designated as the administrative agency and grantee for the Answers Benefiting Children (ABC) program and that the Human Resources Agency Administrator is authorized to submit the ABC grant proposal for the County.

PASSED AND ADOPTED by the Board of Supervisors of the County of Santa Cruz, State of California, this 23rd day of February, 1999, by the following vote:

AYES: SUPERVISORS  
NOES: SUPERVISORS  
ABSENT: SUPERVISORS

\_\_\_\_\_  
Chairperson of the Board of Supervisors

ATTEST: \_\_\_\_\_  
Clerk of the Board

APPROVED AS TO FORM:

          *o o r Sullivan*            
County Counsel

DISTRIBUTION: County Counsel  
Auditor-Controller  
County Administrative Officer  
Human Resources Agency

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**ANSWERS BENEFITING CHILDREN (ABC)  
COMPETITIVE REQUEST FOR PROPOSALS (RFP)  
RFP OCAP/OCJP 98-03**

**PART I: SUMMARY**

**A. BACKGROUND**

ANSWERS BENEFITING CHILDREN (ABC) is an initiative designed to produce specific measurable change in service delivery and funding systems through a process that involves planning and implementing systemic change for the purpose of preventing child abuse and treating its victims. The California Department of Social Services (CDSS), Office of Child Abuse Prevention (OCAP) and the Governor's Office of Criminal Justice Planning (OCJP), Violence Against Children Branch, worked together to develop the ABC program. Both agencies are providing start-up and partial funding for this promising example of how structuring prevention efforts for families with young children, ages 0 to 5 years, can maximize impact and achieve positive outcomes for families, communities and county services designed to strengthen families and protect children. Integrated within this prevention approach, counties will include treatment services for children 0 to 18, who have been victims of child abuse, and their eligible family members. The joint RFP, developed as a result of extensive discussions between the two agencies, also incorporates suggestions made during the Child Abuse and Domestic Violence Policy Forums conducted by OCJP in 1998 and feedback from child abuse prevention councils. Funding is based on the total program design; therefore, counties wishing to compete must submit a proposal for all eligible components of this RFP.

Funds for this initiative come from several sources administered by OCAP or OCJP. These include three different federal grants: Child Abuse Prevention and Treatment Act (CAPTA), Community Based Family Resource and Support (CBFRS) and the Victim of Crimes Act (VOCA). State funds for the initiative include one state general fund appropriation, the Child Abuse Prevention, Intervention and Treatment Act (CAPIT); and revenue received from the State Children's Trust Fund (SCTF). While the Funding Chart in SUMMARY Section F.5. illustrates the funding mix and provides total amounts, the actual distribution among sources may vary subsequent to fund negotiations with successful bidders.

At the state and local levels, there is an increasing awareness that the conventional ways of doing business within children and family service systems offer inadequate and often insufficient responses to the escalating number of human problems. The need for reform is obvious. However, preventing child abuse and ensuring the effectiveness of services can not be accomplished only by narrowly focusing on changes in the child protection system. Experience and research tell us that effective reform efforts recognize child maltreatment is closely related to forces that can erode parental capacity – substance abuse, domestic violence, parental isolation, limited resources and a general lack of family and community supports. Therefore, protecting children requires a more comprehensive commitment to improving child and family well being. Effective reforms also recognize that current delivery

systems utilizing a myriad of separate, uncoordinated initiatives and funding streams for similar but distinct purposes often impede the provision of comprehensive child and family services. These conventional delivery systems also ineffectively duplicate service efforts and/or perpetuate administrative requirements that often devour program funds and bury local agencies in duplicative paperwork.

Effective change requires communities to maintain focus on the needs of their families as they identify resources and promote their reallocation to meet those needs. It also requires organizations, both public and private, to build bridges between one another to maintain an outcomes-based focus. Finally, and often the most challenging, parents and recipients of services must be meaningfully involved in the planning and oversight of these change efforts.

This RFP provides an opportunity for up to 15 counties, including up to 6 rural counties, to mobilize decision-makers, service providers and community members. The mobilized team will evaluate and redesign how child abuse prevention and treatment services in their county can be woven together to more efficiently identify families, assess true level of risk and intervention needed, and provide appropriate services in California communities. (Eligible rural counties are those counties with a population not greater than 125,000 as identified in this RFP; see Part VII: ATTACHMENTS for a complete list.)

## B. PURPOSE

The major purpose of this RFP is to encourage counties to create a preliminary plan proposal that focuses on fundamentally strengthening the structure, process and services devoted to both preventing child abuse in families, beginning prenatally to age 5, and treating child victims ages 0 to 18 years. For the purposes of this RFP, the 0 to 5 age group was chosen to keep the scope of designing a prevention structure manageable and focused.

1. It is important to note that this RFP contains the following innovative features:
  - a) Services do not stand alone. No single program will solve all of the social problems facing our society. Counties and prevention advocates should consider developing a strong foundation by offering services that are **carefully** coordinated. Counties must develop a plan for improving and strengthening existing prevention and treatment services (using the process described in this RFP) and describe how services funded through other sources will be clearly integrated with services to be funded under this RFP.
  - b) Countywide collaboration and partnership is required. To ensure services are coordinated, all possible funding streams are identified and considered, duplication is reduced, and funded services reflect and build upon the values, structure and processes identified in the above referenced plan, **only county Boards of Supervisors (or their public agency designee) will be allowed to submit a proposal. No more than one proposal will be funded per county.**

- c) Approximately four months, rather than the usual four to six weeks, will be given to submit the proposal.
- d) Two different state agencies are providing funding and working cooperatively in an effort to decrease fragmentation of services and to improve coordination at both the state and local levels.
- e) Planning for service delivery and funding systemic change is emphasized.  
Counties/applicants are expected to begin the planning process prior to submission of their proposal.

In summary, counties willing to invest the required time and resources to create and/or strengthen their prevention agenda and plan to both reduce child abuse and treat its victims will be eligible to compete to provide services.

## 2. Service Delivery and Funding System Change to Improve Outcomes for Children and Families

In addition to the features noted above, the *ABC* strategy reflects an evolution from usual social service delivery processes.

- a) The uersoective in working with families has evolved from the “deficit model” (professionals looking for problems to “fix,” and providing services), to a model in which professionals and the community work with immediate and extended family members to identify and build upon strengths.
- b) The location for delivery of services has evolved from family members visiting professionals in an office setting to professionals reaching out to families, visiting their homes and providing services in their communities, By assisting families to form connections to the community, isolation that is detrimental to healthy child development and family functioning is reduced.
- c) The focus on services has exuanded from “treating” children and families who have already entered the child protective services system to the more global approach of enhancing the community’s ability to provide assistance and support to all its families.
- d) The focus on planning and implementing services has evolved from a system in which individual agencies and community organizations provide services without information or understanding of other existing efforts. This RFP seeks a process that establishes a collaborative approach involving many community partners invested in building an integrated and comprehensive service delivery system for children and families; this new system must include ways to meaningfully involve parents as partners.

## C. KEY ASPECTS

The key phases of *ABC* include:

**PLANNING**  
– Phase I –

The Planning Phase, which will last for approximately four months (November 18, 1998 to February 28, 1999), challenges counties to develop new, or, preferably, to expand and/or improve existing, collaborative planning bodies jointly accountable for the strategic planning and outcomes of this project. Certainly, results of planning processes previously used to identify unmet need and develop prevention agendas for a county should be built upon and incorporated into this process.

The process required under this RFP includes two collaborative planning teams or committees: a Funding Team and a Development Team. The Funding Teams will address the complexities of financing comprehensive, integrated prevention efforts to serve at risk families with children ages 0 to 5 years, and treatment efforts for children ages 0 to 18 years and their family members. The collaborative planning Development Teams will be responsible for the “how to” of integrating prevention focused family support home visiting services, family resource center-based services and treatment services with existing family support and family centered services programs,

Both the Funding and Development Teams will identify gaps in services and/or resources and determine how their county can build a comprehensive, prevention service delivery system for families with very young children and child abuse treatment services for all children ages 0 to 18, (1) countywide and (2) in a targeted community. **The collaboration must include members who have the authority and willingness to make decisions about the resources the initiative needs in order to reach its objectives, and the persons and agencies effected by the scope of the planned changes.**

The Plan developed by these teams (much of which forms the basis for a response to this RFP) will begin to identify how agencies serve very young children and families by reorganizing, streamlining, and integrating their programs to provide more effective support to children and their families. The resulting Integrated Children and Family Support Services will be located in a center-based setting. At the core of the comprehensive array of integrated services offered, will be GREAT BEGINNINGS, a combined approach of family support home visiting co-located at a family resource center (partially funded by OCAP), and Child Abuse Treatment Services (CATS) for child abuse victims ages 0 to 18 years and their eligible family members (funded by OCJP). (In the event that it is not feasible for the CATS component to be co-located at the family resource center, then CATS may be physically located at an alternate site. Under these circumstances, the *ABC* RFP requires that a full-time CATS-funded clinician be located at the center-based setting. More competitive applicants

will demonstrate full integration of CATS at the center-based site.) Additionally, grantees in eligible rural counties will receive (OCAP) funding for a Connecting Rural Families component designed to identify, engage and provide services to isolated families with children 0 to 5. years old. Each county will enhance their *ABC* project with additional services tailored to the needs and resources of their community. Planning partners should consider how new and existing programs could better fit child and family needs, how program goals can be better aligned (both within and across agencies), how to eliminate fragmentation, and how to increase flexibility.

Planning Teams in counties receiving a grant will remain engaged in the process of developing long-term sustainability of their county's *ABC* initiative. The grant award will include \$50,000 (from OCAP) to continue efforts to identify resources for this initiative, to provide oversight of the plan implementation, and to report back to the OCAP and OCJP on the progress and outcomes of these goals and objectives. At the end of nine months a written report is due to OCAP and OCJP. This report will identify planning progress and potential for county-wide expansion of ABC.

**Counties that have completed the required planning may submit their plan as a part of their proposal for funding under this RFP. These proposals will be competitively reviewed, rated and ranked by an OCAP and OCJP joint review committee. Up to 15 proposals, including up to 6 from rural counties may receive ABC funding for program implementation activities. In addition, as funds become available:**

- **OCJP intends to provide Child Abuse Treatment Services funds to additional counties on the waiting list generated in this RFP process. (This means, for the waiting list *only*, a single component from this initiative may be funded.)**
- **OCAP may fund additional counties from the waiting list or augment the funding amount for grantees selected under this RFP, as funds become available.**

**INTEGRATED CHILDREN AND FAMILY SUPPORT SERVICES**  
**– Phase II: Implementation –**

Successful competitors (grantees) will provide family support prevention services to families with very young children in targeted communities utilizing the reorganized structure, funding resources and priorities detailed in the county plan. A comprehensive array of prevention, early intervention and treatment services will be located in a family service/resource center. This close association will permit and encourage the sharing of resources. The shared resources may include center facilities, professional staff (i.e. specialists in alcohol and drug treatment, domestic violence, sexual abuse treatment, child development, parent education, etc.) and appropriate activities.

Both OCAP and OCJP will provide grant funds for up to two years for various components. Additionally, **OCJP treatment services will continue beyond the initial two-years.** (The amount and duration of OCJP treatment services funds is dependent upon funding availability and each grantee's successful compliance with all terms and conditions of the grant.) Counties are expected to fully develop a countywide plan with an integrated funding strategy that identifies other funds and services to enhance the core services offered under the ABC initiative. The core services include:

**1. Planning Support**

Support for long-term county planning and implementation refinement is intended to assist the Planning Teams in their continued effort (beyond the proposal) to identify resources. These resources will ensure long-term sustainability of the prevention oriented ABC in their targeted community, as well as expansion of the concept throughout the county. Grants to successful applicants will include \$50,000 (CAPTA and CAPIT funds) for this purpose, to be used over a nine-month planning period. Responsibilities include the submission of a report to OCAP and OCJP within nine months of the contract execution date. At a minimum, this report will detail and identify:

- a) the county's investment in the prevention service delivery system for families with children 0 to 5 years old, both in the county and in the targeted community;
- b) continued planning effort, including full integration of the resources funded under this RFP with existing county resources;
- c) the funding plan for the second and third years of services for the targeted community site (given the expectation that the county plan designed an integrated approach to continue services in the years after state funding ends); and
- d) ongoing involvement of parents and other stakeholders in the planning, implementation and evaluation processes.

**2. GREAT BEGINNINGS: Family Support Home Visiting with Family Resource Center (Great Beginnings)**

The *Great Beginnings* funds (\$325,000 in CAPTA, CBFRS, CAPIT and SCTF dollars) from OCAP will assist in developing a family support home visiting program integrated within a family resource center setting, as a core service to families with children aged 0 to 5 years. These services incorporate intensive in-home visits with center-based activities designed to improve parent-child relationships, strengthen family functioning and reduce isolation. The *Great Beginnings* element will be required to follow the key guidelines of the CDSS, California Safe and Healthy Families (Cal-SAHF) Family Support Home Visiting Model. (See Part VII: ATTACHMENTS for the Cal-SAHF Executive Summary.)

The FRC (or community service center) offers a locally based, accessible site organized around a core set of supportive services and activities. Common values such as strong parent support, community involvement, strength-based services, community-determined needs and services, cultural competence, and community improvement, drive the decisions about which services are co-located at the FRC. Typically, services focus on the total health of the family and on strengthening communities by involving families and non-traditional agencies in the design and oversight of the FRC. Many FRCs have further refined service delivery by not **only** co-locating services but also by finding innovative ways to remove categorical funding for services and/or integrating them so that services are fully responsive to family needs.

Parents and service consumers are an important part of the *Great Beginnings* effort. Their unique observations, insights, and ideas are critical to the success of prevention and treatment services that truly impact the lives of children.

**3. Child Abuse Treatment Services (CATS)**

This component will provide direct services to victims and be integrated into the *Great Beginnings* community site. Federal Victims of Crime Act (VOCA) funds allow counties to include treatment services to child and adolescent victims of abuse and violence under the age of 18, and their appropriate family members, in their ABC program. (Awards may be granted for up to \$200,000 per year.) Child Abuse Treatment Services funds may be used for health and safety services that respond to the immediate emotional and physical needs of child crime victims. These may include direct support to child victims such as crisis intervention, emergency food and transportation and shelter. Also included are mental health assistance services and activities that assist primary and secondary victims of crime in understanding the dynamics of victimization and in stabilizing their lives afterwards. Mental health assistance and services may include individual counseling and group treatment.



#### **4. Connecting Rural Families (CRF) – ONLY in Eligible Rural Counties**

Rural counties with a population of 125,000 or less are eligible to apply for OCAP funds (\$200,000 in SCTF dollars) for the Connecting Rural Families component: rural applicants must apply for all four *ABC* components. These funds will assist rural communities in developing a mobile and/or satellite Family Resource Center (FRC), which is integrated into the FRC and *Great Beginnings* community site. The FRC will identify and extend a welcoming arm to families in geographically isolated areas within the county in an effort to link them to family support services.

### **SUSTAINABILITY and EVALUATION** – Phase III –

Phase III actually commences at the Planning stage because it speaks to sustainability of changes in a successful county's family support home visiting and service delivery strategy. The OCAP funds are earmarked for a limited period of time, but are intended to allow a county to embark upon a long-term change initiative to improve the well-being of children and their families. (The OCJP funds are anticipated to continue beyond the initial two years.) This change will endure well beyond the two-year grant term. Applicants are expected to plan for improving and sustaining their initiative after the ABC funding ends.

Applicants must identify the measurable outcomes most important to children, families and their communities and propose strategies that will lead to those results. Evaluation is a key component of these locally designed responses to ABC, because it demonstrates and reports the outcomes to the collaborative planning bodies, policy makers, service providers, and the funders. The Evaluation also helps provide information the site needs to know about its own work to generate program enhancement, improvement and continued support. Successful grantees will be expected to regularly report their progress to both OCAP and OCJP utilizing the reporting forms and systems that will be developed early next fiscal year. Grantees are expected to have the technological capacity (computer and skilled employee) to manage and use a small database; and, must have access to the Internet.

It is the intent of the funders to seek foundation financial support for an evaluation of this program. All counties/grantees will be expected to participate and cooperate with an evaluator. In addition, OCAP will fund training and technical assistance for counties in specific areas of home visiting, family resource centers, parent leadership and evaluation. Grantees will be required to attend these training sessions.

## D. SPECIAL ISSUES

### 1. INVOLVEMENT OF PARENTS AND SERVICE CONSUMERS:

In addition to key decision makers and funders, parents and service consumers must be key leaders and contributors throughout the planning, implementation and evaluation process. There are many benefits to involving parents/consumers as consultants and advisors, One primary benefit is the role that parents/consumers play in improving the quality of services, because they experience the system from a unique perspective. Their observations, insights, and ideas are powerful tools for enhancing quality. Applicants must describe how Community Based Family Resource Support (CBFRS) concepts and/or CBFRS funds will be used to support such an effort. Community residents must be an integral part of the initiative: not only is their unique perspective invaluable, but this is an important way families can “give back” to and SUPDOR their community.

### 2. COUNTY AND SUBCONTRACTOR PARTICIPATION REQUIREMENTS:

All grantees and subcontractors are expected to participate in the OCAP and/or OCJP sponsored training and conference events throughout the term of the grant.

- a) Training will include a session on the California Safe and Healthy Families (Cal-SAHF) Family Support Home Visiting Model. Home Visiting and Family Resource Center staff will be required to attend.
- b) Conferences will offer all ABC grantees a chance to exchange information and learn from each other. These will include regularly scheduled teleconferences and semiannual, one to three day meetings for each year of the contract term. Program administrators, project directors and selected members of county planning teams may be required to attend these sessions.

## E. PROPOSAL SCORING

The total number of points available in the combined scores will be 1,000 points for urban counties and 1,135 points for rural counties.

F. FUNDING

1. A TYPICAL GRANT AWARD, inclusive of all of the *ABC* components, would provide an amount up to a total of \$575,000 over a two-year term\*, for use by the county in a targeted community. This includes:

A typical URBAN COUNTY grant award would include:	
\$ 50,000	• County Planning; focus on sustainability of strategy (OCAP funds)
\$325,000	• GREAT BEGINNINGS -Family Support Home Visiting (OCAP funds)
\$200,000	• Child Abuse Treatment Services (OCJP funds)
\$575,000	Total Grant funds for a <b>two-year term*</b>
* (Pending availability of federal funding, an additional amount, up to \$200,000 for the CATS component may be available for year two.)	

2. AN ELIGIBLE RURAL COUNTY grant award, inclusive of all of the *ABC* components, would provide an amount up to a total of \$775,000 over a two-year term, for use by the county in a targeted community. (Pending availability of federal funding, an additional amount, up to 5200,000 for the CATS component may be available for year two.) This includes:

A typical RURAL COUNTY grant award would include: (Rural County = population not greater than 125,000)	
\$ 50,000	• County Planning; focus on sustainability of strategy (OCAP funds)
\$325,000	• GREAT BEGINNINGS -Family Support Home Visiting (OCAP funds)
\$200,000	• Connecting Rural Families (OCAP)
\$200,000	• Child Abuse Treatment Services (OCJP) (one year)*
\$775,000	Total Grant funds for a <b>two-year term'</b>
* (Pending availability of federal funding, an additional amount, up to \$200,000 for the CATS component may be available for year two.)	

### 3. FUNDING MATCH

Matching funds are required for the GREAT BEGINNINGS: Family Support Home Visiting with Family Resource Centers and the Child Abuse Treatment Services components. Matching funds requirements are listed in Part V: GENERAL INFORMATION. Please reference this section to determine the required and/or recommended match.

### 4. AWARD OF NEW OR UNSPENT FUNDS

In the event that additional funds become available for the purpose of funding one or more components or services of this RFP, both OCAP and OCJP reserve the right to determine whether to augment grants and/or select additional grantees from a waiting list established during this RFP process. Additionally, either separately or jointly, OCAP and OCJP may elect to abolish the waiting list and establish a competitive process for any supplementary or unspent funds.

As with most state grants, all grant awards are subject to availability of funds

**5. FUNDING CHART****ANSWERS BENEFITING CHILDREN (ABC)**

## PLANNING and INTEGRATED CHILDREN AND FAMILY SUPPORT SERVICES

A combination of funding sources will be used for this initiative:

GRANT TYPE	NO. of GRANTS	FUNDING SOURCE	FY 1998/99	FY 1999/2000	FY 2000/01	TOTALS
PLANNING	15	CAPTA		\$ 508,716		\$ 750,000
		CAPIT	\$ 62,500	\$ 178,784		
GREAT BEGINNINGS – FAMILY SUPPORT HOME VISITING	15	CAPT.4	\$ 42,000	\$1,409,340	\$ 64,944	\$ 4,875,000
		CAPIT	\$ 116,284		\$ 178,784	
		SCTF	\$ 29,216	\$ 840,660	\$1,818,772	
		CBFRS		\$ 187,500	\$ 187,500	
CONNECTING RURAL FAMILIES	6	SCTF	\$ 50,000	\$ 600,000	\$ 550,000	\$1.2 million
<b>Subtotal CDSS Funds</b>			<b>\$ 300,000</b>	<b>\$3,725,000</b>	<b>\$2,800,000</b>	<b>\$ 6,825,000</b>
CHILD ABUSE TREATMENT SERVICES	15	VOCA		\$3 million	*	\$3 million
<b>Subtotal OCJP Funds</b>				<b>\$3 million</b>	<b>*</b>	<b>\$3 million</b>
<b>GRAND TOTAL</b>			<b>\$ 300,000</b>	<b>\$6,725,000</b>	<b>\$2,800,000</b>	<b>\$ 9,825,000</b>

\* Ongoing CATS funds are based on availability of federal funds and annual OCJP approval.

<p>CAPTA = Federal Child Abuse Prevention and Treatment Act  CAPIT = State Child Abuse Prevention, Intervention and Treatment  SCTF = State Children's Trust Fund  CBFRS = Federal Community Based Family Resources and Support  VOCA = Federal Victims of Crime Act</p>
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<b>ABC</b> Integrated Children and Family Services	<b>PLANNING</b>	<b>GREAT BEGINNINGS</b> Family Support Home Visiting with Family Resource Center	<b>CONNECTING RURAL FAMILIES</b>	<b>CHILD ABUSE TREATMENT SERVICES</b>
<b>FUNDING AGENT</b>	OCAP	OCAP	OCAP	OCJP – VOCA
<b>AWARD- AMOUNT,</b>	<b>\$50,000</b>	\$325,000	\$200,000	\$200,000 Per Year**
<b>MATCH' REQUIREMENT</b>	In-Kind Recommended	50% Required 100% Recommended	In-Kind Recommended	35% New Programs 20% Existing Programs
<b>POPULATION SERVED</b>	Prevention -- <b>Countywide:</b> 0 to 5 Children and Families	0 to 5 Children and Families	0 to 5 Children and Families	0 to 18 Children and Eligible Family Members
<b>NUMBER OF GRANTS</b>	15 Maximum	15 Maximum	6 Maximum	<ul style="list-style-type: none"> <li>• <u>Comprehensive Program</u> 15 Maximum</li> <li>• <u>Treatment Services Only</u> Additional Grants</li> </ul>
<b>GRANT PERIOD / START DATES</b>	June 1, 1999	June 1, 1999	June 1, 1999	June 1, 1999
<b>RESTRICTIONS</b>	<ul style="list-style-type: none"> <li>• Specific Planning Team Requirements</li> <li>• Nine Month Report</li> </ul>	<ul style="list-style-type: none"> <li>• Must Serve 125 to 300 Families</li> <li>• Must Integrate with all Family Services</li> </ul>	<ul style="list-style-type: none"> <li>• Rural Counties with Population Not Greater than 125,000</li> <li>• Must Integrate with all Family Services</li> </ul>	<ul style="list-style-type: none"> <li>• No services for Family Member(s) who are Perpetrators</li> <li>• Must Integrate With all Family Services</li> </ul>
<b>ELIGIBLE APPLICANTS</b>	County Board of Supervisor's Public Agency Designee	<b>County</b> Board of Supervisors Public Agency Designee <ul style="list-style-type: none"> <li>• Services through <b>Sub-Contracting E. O.</b></li> </ul>	County Board of Supervisor's Public Agency Designee <ul style="list-style-type: none"> <li>• Services through <b>Sub-Contracting C.B.O.</b></li> </ul>	County Board of Supervisor's Public Agency Designee <ul style="list-style-type: none"> <li>• Services Through <b>Sub-Contracting C.B.O.</b></li> </ul>
<b>FUNDING SOURCE *</b>	CAPTA , CAPIT	CAPTA, CAPIT, SCTF, CBFRS	SCTF	VOCA
<b>FUNDING DURATION</b>	Nine Months	Two Years	Two Years	** On-Going Based on Funds Availability and Annual OCAP Approval

\* CAPTA = Federal Child Abuse Prevention and Treatment Act • CAPIT = State Child Abuse Prevention, Intervention and Treatment • SCTF = State Children's Trust Fund • CBFRS = Federal Community Based Family Resources and Support • VOCA = Federal Victims of Crime Act