PARENT ENGAGEMENT & SUPPORT
COMMUNITY GRANT

Request for Proposal

Proposal Deadline:
5:00 pm March 20, 2020
Proposal Information:

1. All sections of the proposal in HIGH5 must be completed as outlined in section 6.


3. Proposals must be entered into our HIGH5 data system by 5:00 pm, MARCH 20, 2020.

4. All applicants will be notified by JUNE 19, 2020.

If you have any questions, please contact Shelley Skillern at 510-227-6950 or via email at Shelley.Skillern@first5alameda.org.
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**Timeline**

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<th>Date</th>
<th>Activity</th>
<th>Instructions &amp; Notes</th>
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<tbody>
<tr>
<td>February 13, 2020,</td>
<td>Bidder’s Conference: Webinar</td>
<td>Join via Zoom link: <a href="https://zoom.us/j/3014125863">https://zoom.us/j/3014125863</a> Phone: +1 669 900 6833</td>
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<tr>
<td>10 am – 12pm</td>
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<td>March 3, 2020,</td>
<td>Proposal Support Session (Assistance with completing the proposal using our HIGH5 data system)</td>
<td>Will be held at our First 5 Alameda County Conference Center Register here: <a href="https://high5.force.com/First5/evt__QuickEvent?id=a2Lt00000033nOn">https://high5.force.com/First5/evt__QuickEvent?id=a2Lt00000033nOn</a></td>
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<td>1pm – 4:30pm</td>
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<td>March 4, 2020,</td>
<td>Proposal Support Session (Assistance with completing the proposal using our HIGH5 data system)</td>
<td>Will be held at our First 5 Alameda County Conference Center Register here: <a href="https://high5.force.com/First5/evt__QuickEvent?id=a2Lt00000033nO3">https://high5.force.com/First5/evt__QuickEvent?id=a2Lt00000033nO3</a></td>
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<td>9:30am – 12:30pm</td>
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<tr>
<td>March 20, 2020</td>
<td>Proposals Due by 5:00 pm</td>
<td>Late or incomplete submissions will not be accepted.</td>
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<td>June 18, 2020</td>
<td>Recommended award recipients reviewed and approved by the First 5 Alameda County Commission</td>
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<tr>
<td>June 19, 2020</td>
<td>Awards Announced</td>
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<td>June 2020</td>
<td>Award recipients negotiate final scope of work and budgets with First 5 Alameda County Staff</td>
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<tr>
<td>July 1, 2020</td>
<td>Grant begins</td>
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**Eligibility**

Non-profit or public agencies in Alameda County are eligible to apply. However, given First 5’s current investments in Neighborhood Ready for School (NRFS) and Early Learning City Network (ELCN) programs, NRFS and ELCN anchor institutions (the organizations who were awarded grants directly from First 5 to lead, implement, and/or coordinate services through one of the initiatives) are not eligible to apply for this grant. This restriction, however, does not apply to the agencies the anchor institutions have partnered with to deliver services.
First 5 Alameda County (First 5) is a public entity created by the passing of Proposition 10 in 1998, which added 50 cents per pack of cigarettes to help fund early childhood education and development related services for children ages birth to 5. First 5 is the leading public system policy voice focused solely on young children (birth to 5 years) and the environments that promote their growth: familial, social, economic, and physical. For more information on First 5 Alameda County, please read our strategic plan at [www.first5alameda.org/files/strategic/F5AC_StrategicPlanDesign_1Jul19.pdf](http://www.first5alameda.org/files/strategic/F5AC_StrategicPlanDesign_1Jul19.pdf) and Appendix B for how we hold ourselves accountable to achieve lasting change for children and families.

**A. First 5 Population-Level Results**

We are working toward two population-level results:

- Children are ready for kindergarten and can later achieve success in third grade.
- Children are free from abuse and neglect.

We believe the ability to positively impact these outcomes requires a well-coordinated, culturally responsive system of care that includes addressing the socioeconomic realities of communities, families, and children. Persistent poverty, particularly among communities of color due to structural racism, undeniably impedes family well-being and educational success. Given this, we are focusing our limited resources on addressing persistent inequities by investing in the provision of services and infrastructure that support thriving communities where people live, work, learn, and play. **Key to this effort is meaningful engagement and support for parents and families.**

**First 5 Alameda County Equity Statement:**

Equity is just and fair inclusion into a community and society in which all, including all racial and ethnic groups, can participate, prosper, and reach their full potential. Equity means creating conditions where individuals have what they need to be successful; in contrast, equality means treating everyone the same regardless of existing inequitable conditions. In public policy, equity is operationalized by focusing programs and investments on the people and places that face the greatest barriers. First 5 is committed to promoting and operationalizing programs and public policy that seek to achieve equity. In response to historic patterns of racial and economic exclusion, we believe equity gives all children birth to age 5, families, and communities the best opportunities in life. This belief requires the strategic and creative use of our investments, programs, partnerships, engagement with parents and communities, and advocacy for policy and systems change to attain our vision that all families and children in Alameda County may achieve their full potential.
B. First 5 Agency-Level Results

In an effort to optimize our impact on our population outcomes, we align our investments to the following three agency results for which we are responsible:

- First 5’s programs and investments support and strengthen parents/primary caregivers, families, and neighborhoods to create environments and relationships where children thrive.
- First 5’s programs and investments increase access and opportunity, particularly for children living in poverty, to quality early experiences that prepare children for school and help them reach their optimal developmental outcomes.
- First 5’s programs, investments, and policy advocacy support a system of care that is coordinated, accessible, responsive, and delivered by knowledgeable and caring providers.

C. First 5 Parent Engagement and Support Grant Goals

The First 5 Alameda County Strategic Plan for 2017-21 selected program strategies based on best practices combined with community and staff input. They serve as our levers to achieve our agency-level results. First 5 funds several programs that provide parent engagement and support. For this funding opportunity, First 5 staff engaged with families and community members to design an RFP that will increase access to more quality parent engagement programs. These programs will be designed to address barriers and disparities for families and increase access and opportunity, particularly for children living in poverty.

First 5 has identified nine (9) zip codes that we consider priorities for services: 94601, 94603, 94605, 94606, 94607, 94621, 94541, 94544, and 94578. (Please see Appendix A to see the data we used to identify these zip codes.) While proposals in other zip codes are permitted, preference will be given via weighted scoring to applicants who plan to operate in these nine zip codes. Many of First 5’s current investments are in Oakland, therefore, additional points will be given to the zip codes listed above that are outside Oakland, 94541, 94544, and 94578.

First 5 seeks to fund up to four (4) qualified non-profit or public agencies funded at no more than $225,000 from July 1, 2020 – June 30, 2021 to develop and operate parent engagement and support programs impacting the following three goals:

1. Children are on track and ready for kindergarten.
2. Parents/Caregivers with children under the age of 5 have what they need to support their child’s growth and well-being.
3. Parents/Caregivers with children under the age of 5 have leadership and advocacy skills and opportunities to use them.

These goals are linked to established frameworks in the field that are described below. These frameworks will support applicants with additional ideas and definitions for the terms used in the grant goals.

First 5 is making a commitment to fund successful grantees through June 30, 2022. Grantees will not be required to reapply through an RFP process. The evaluation and performance of the grantee will be used to assess if funding will be awarded for a second year.
1. **Children are on track and ready for kindergarten.**

We know that there are deep disparities in kindergarten readiness stemming from poverty, systemic racism, and community disinvestment, manifesting in unequal opportunities for early learning and development that prepare children for school. Kindergarten readiness is a predictor of long-term health and well-being outcomes, as well as higher education attainment and economic stability. Being ready for kindergarten is more than knowing letters and numbers. It comprises readiness across four Building Blocks, with parent engagement being a key predictor of readiness.

Over the past ten years, our Kindergarten Readiness Assessment (https://bit.ly/2uET5p8) has shown that only 44% of children in Alameda County are ready for kindergarten, making kindergarten readiness a primary goal of this funding opportunity.

2. **Parents/Caregivers with children under the age of 5 have what they need to support their child’s growth and well-being.**

We know that if we are to have a lasting impact on families and children’s school readiness, we must apply what we know about Strengthening Families™ and the Protective Factors Framework (https://bit.ly/2u3PTTM) to engage families, programs, and communities in building five key protective factors:

- Parental resilience
- Social connections
- Knowledge of parenting and child development
- Concrete support in times of need
- Social and emotional competence of children

This framework, grounded in research and practice, builds on families’ strengths and buffers the risks families face to promote better outcomes. The Protective Factors can be supported through small but significant changes to existing programs and services and/or by developing new strategies and approaches to emphasize specific Protective Factors.

3. **Parents/Caregivers with children under the age of 5 have leadership and advocacy skills and the opportunities to use them.**

We know that by engaging with families as experts on and partners in their children’s healthy development, systems become more responsive to the needs of families, and families are more likely to get the services and support they need to thrive. Ripples of Transformation (https://bit.ly/2O8S0wA) expands the concept and practice of family engagement from a separate strand of programming to an integrated, continuing stream of opportunities for parents to be leaders in their families and communities, as well as in policies and systems.
The early childhood system of care, as a preventive/early intervention strategy, plays a critical role in supporting community and family well-being outcomes, prevention of child abuse and neglect, and school readiness. An integral part of the early childhood system of care is parent engagement and support. This is characterized by strong community-based family support programs in which families and caregivers feel welcome and can receive needed quality services, obtain concrete supports, and access opportunities to engage in community advocacy and parent leadership.

A. Parent Engagement and Support Request for Proposal Design Team

To ensure we are investing in the right mix of programs and services, First 5 engaged a group of parent leaders and early childhood providers to provide recommendations for this funding opportunity. The 17-member RFP Design Team met over the course of three months to reflect on what is working well in their communities and what kinds of activities and programs they would like to see more of (see program recommendations below and in Appendix C) using the above three goals as a guide. Additionally, the Design Team provided feedback around the values they would like to see reflected by the Alameda County organizations and service providers supporting families. These activities and programs, as well as the Team’s vision for stronger communities and organizations, are reflected in our approach outlined in this RFP.

Through several brainstorming sessions and in-depth discussions, the Design Team developed four (4) priority program recommendations, which are included below. These recommendations serve as examples of the types of programs, services, and resources this funding opportunity seeks to support. It is not required that applicants choose one of these program areas; however, we encourage applicants to consider including these programs or elements of them in their proposals. Additional ideas generated by the Design Team are also included in Appendix C.
B. First 5 Parent Engagement and Support Program Area Recommendations

1. **Mobile Resource Van/Bus**  
   **Approach:** A mobile family resource center to provide fun and holistic programs, services, and activities for the entire family. Below are examples of the types of activities and/or services that might be included but are not intended to be exhaustive or prescriptive.
   - Child and family screenings, to increase the early identification of concerns that impact children’s development and to help link families to basic needs
   - A variety of activities, such as workshops on special education and kindergarten readiness, play and learn groups, and giveaways like books and backpacks
   - Dedicated staff to conduct outreach
   - Dedicated staff to provide resources, referral and systems navigation for families
   - Partnerships with other organizations like schools, libraries, and health clinics to better ensure there are a variety of programs and activities to support the needs of families

2. **Financial Stability/Affordable Housing**  
   **Approach:** A program to provide families with coordinated supports to build their financial stability with a specific emphasis on affordable housing resources. It would serve as a clearinghouse of economic development programs and capital resources for neighborhood beautification, in addition to having experts on hand to offer support in areas like money management, legal advice, housing, and small business development. Below are examples of the types of activities and/or services that might be included but are not intended to be exhaustive or prescriptive.
   - Classes and workshops on money management and growing wealth
   - Small business/entrepreneurial development
   - Housing information
   - Legal support and advice
   - Creating food self-sufficiency
   - Capital for neighborhood improvement projects like community gardens

3. **Political Awareness, Action, and Advocacy (PAAA)**  
   **Approach:** A program in which the community gathers to inform and be informed about proposed laws and to determine how voting for and against laws and ordinances will impact the community. This program will provide opportunities for community members to become politically active and involved in imagining new and innovative approaches and improvements to our public systems. Below are examples of the types of activities and/or services that might be included but are not intended to be exhaustive or prescriptive.
   - Political awareness, action, and advocacy outreach activities, such as street team outreach, social media outreach and awareness campaigns, and advocacy training for parent leaders
   - Political awareness, action, and advocacy gathering activities, such as town hall meetings and community events focused on political awareness and action
Educational opportunities to learn more about political systems and government, such as trainings on the Electoral College, voting/voter rights, laws and bills that impact local communities, and how to run for office

4. Parent-Led Kindergarten Readiness Group

**Approach:** A program that helps parents and children get ready for kindergarten, placing emphasis on the need for addressing parental trauma around schooling and education and how that might negatively impact their engagement with their children’s school. Below are examples of the types of activities and/or services that might be included but are not intended to be exhaustive or prescriptive.

- Parent education around topics such as the Common Core, special education, tools for co-parenting, trauma, emotional intelligence, and the importance of the home to school connection
- Parent engagement through strategies like coordinating parent cohorts or play dates that engage parents before their children enter kindergarten and offering workshops and classes on topics of interest like language and cooking classes
- School system navigation by offering trainings and support around topics like how school systems work and how to communicate effectively with school administrators and teachers
- Social connections for parents through activities such as family game day/night, play and learn groups, book, care kit, and backpack giveaways
- Partnerships with outside organizations like libraries, health clinics, farmer’s markets to better ensure there are a variety of programs and activities to support the needs of families

C. Parent Engagement Practices

The Design Team also identified practices that should be included in all parent engagement and support programs to increase parent participation and engagement. These practice recommendations also align with best practices in the field of parent engagement and support. Strong applicants will consider including these practices in their proposals. These practices include, but may not be limited to:

- Stipends/incentives
- Onsite child care to accompany parent programming
- Transportation
- Food for parent activities and meetings
- Activities offered in the evenings and on weekends
- Dedicated staff for parent outreach and referring parents to resources
SECTION 3: Qualifications and Requirements

Desired Qualifications

Successful Parent Engagement and Support proposals include:

- Activities that have a positive impact on the three grant goals:
  1. Children are on track or ready for kindergarten
  2. Parents/caregivers with children under the age of 5 have what they need to support their child’s growth and well-being
  3. Parents/caregivers with children under the age of 5 have leadership and advocacy skills and the opportunity to use them.
- Demonstrated experience serving children and families
- Support staff to reflect and navigate through issues of race, power, and privilege in relationship to families
- Programs affirm and strengthen families’ cultural, racial, and linguistic identities
- Provides an inclusive space where families feel love and support
- Demonstrated commitment to involving families in organizational decision-making and operations
- Demonstrated credibility with the target population(s) identified in the proposed project
- Strong outreach plan for the target population(s) identified in the proposed project
- Service site(s) located in the First 5 identified zip codes (Please see Appendix A.)
- Ability to track and report on performance for continuous improvement and evaluation
- Strong plan to involve families in continuous improvement and evaluation activities
- Appropriate budget and staffing to support the proposed project
- Staff that reflect the community being served
- Strong description and identification of need
- Scope of work is reasonable to accomplish the elements outlined in the proposal
Proposal Requirements

Funding Restrictions

Grant activities that cannot be funded:

- Services to children over 5 years old
- Child care slots
- Drop-off child care programs
- Any service for which First 5 funding will replace existing funding (supplantation)
- Mental health consultation to child care
- Any service which is reimbursable by a third-party payer, including Medi-Cal, Regional Center, Child Health and Disability Prevention Program (CHDP), and Early and Periodic Screening, Diagnosis and Treatment Program (EPSDT)
- Planning, research, or needs assessment unrelated to delivering the proposed services

Supplantation

Proposition 10 (the state proposition that created First 5) prohibits grant funds from being used to replace existing funding (supplantation). First 5 Alameda County will not fund any services or staff positions that supplant existing funding for services or staff positions. Proposed activities are eligible for funding (i.e., NOT supplantation) if:

- This is a new service for your agency
- You are adding additional clients (new service population or a higher number of clients)
- You are enhancing an existing service (adding a service component)
- Staff positions funded by First 5 Alameda County do not replace existing staff positions
- First 5 funds are replacing funds that are no longer available

Public Employees’ Pension Reform Act (PEPRA) Restrictions

First 5 Alameda County is a Participating Employer in ACERA (the Alameda County Employees’ Retirement Association). Under PEPRA, there are limits to the ability of First 5 Alameda County to provide funding for individuals who are already retired under ACERA. Applicants submitting a response to this RFP verify and acknowledge to the best of their ability that First 5 grant funding will not be provided to individuals (e.g., personnel or consultants) in a manner that is not in compliance with PEPRA restrictions.

If First 5 Alameda County grant funds are being used to pay individuals who are retired with ACERA benefits, please contact Christine Hom at christine.hom@first5alameda.org to determine PEPRA restrictions.
**Tobacco Control Policy**

Grantees must make a good faith effort to comply with the following First 5 Alameda County comprehensive tobacco education and control policy:

- Implement an agency tobacco control policy
- Maintain a comprehensive smoke-free policy at your agency
- Divest of tobacco-related investments
- Disclosure of any funding from the tobacco industry including event sponsorships or in-kind contributions

**Insurance**

All grantees must demonstrate proof of General Liability and Workers’ Compensation insurance coverage. First 5 Alameda County and Alameda County must be named as additional insured. If the funded project supports professional staff whose disciplines typically carry liability insurance (e.g., physicians, allied health professionals, therapists, etc.), the grantee must provide proof of professional liability insurance coverage. Grantees whose funded projects transport clients must provide proof of automobile insurance coverage. Grantees that have fiscal sponsors are required to show evidence of the required levels of coverage for their projects.

**Audit**

First 5 Alameda County or their designated representative reserves the right, upon written notice, to audit books and records relating to the expenditure of any funds provided by First 5 Alameda County. First 5 Alameda County may request general ledger documentation in support of expense reports.

**Administrative/Indirect Expenses**

An Administrative/Indirect cost line item of up to 15% of direct costs may be included. Examples of expenses that are typically allowed only in the administrative/indirect line item are: audit, bookkeeping, payroll/finance, facilities maintenance, fiscal sponsor costs, insurance, rent, storage, utilities, phone/internet, and allocated personnel costs (e.g., Executive Director’s time or any other staff who works minimally at 5% FTE or less.) Personnel expenses at 5% FTE or less cannot be included as a Direct Expense on the funded project.

**Evaluation Expenses**

A line item of up to 5% of direct costs may be included for costs associated with evaluation or accountability.

**Equipment Expenses**

Each piece of equipment that costs $1,000 or more must be individually itemized in the proposal budget.
Capacity Building Opportunities and Expectations of Partnership with First 5

Learning Community
Grantees will participate in a learning community to engage in peer support, networking, and continuous learning related to the grant objectives.

Integrate with First 5 Programs and Investments
First 5 will support applicants with their interest to integrate First 5 strategies based on neighborhood need and interest. Programming includes Quality Early Care and Education, Family, Friend and Neighbor Care, Early Identification, Fatherhood, and Training. Examples of integration strategies might include:

- Providing professional development and resources for family child care and family, friend, and neighbor providers in the neighborhood
- Developing a plan to promote child development information and implement early identification strategies, such as developmental screenings
- Piloting a fatherhood support group or class
- Host trainings for providers, parents, caregivers, and community members on topics relevant to children and families
- For more on First 5 Alameda County, please read our strategic plan http://www.first5alameda.org/files/strategic/F5AC_StrategicPlanDesign_FINAL.pdf

Align with Systems
Grantees are encouraged to share lessons learned from their work and take leadership roles in county-wide early childhood systems change efforts. First 5 will connect grantees to designated community, public agencies, and school districts that help bridge the gaps in the neighborhood family support continuum.

Technical Assistance
Grantees commit to a process of program quality improvement. First 5 and/or the grantee may determine there is a need for targeted resources/support and technical assistance. First 5 may also enter into contractual relationships with agencies with expertise in certain disciplines to provide TA/capacity building to the grantees. Examples of targeted technical assistance and support might be:

- Providing assistance with developing father-specific programming, playgroups, family navigation, etc.
- Providing guidance on developing child-friendly space and facilities
Fundraising and Sustainability
Grantees commit to working with First 5 to seek fund development opportunities with public and philanthropic partners to support coordinated investment and sustainability of the funded programs and activities.

Reporting and Evaluation
Grantees and any subcontractors are expected to participate in all data collection and evaluation efforts including:

1. First 5 will work with grantees on Results-Based Accountability (RBA) capacity building and performance reporting, including performance measure targets, specific data collection, and reporting expectations. (See Appendix B.)
2. First 5 is committed to tracking individual and demographic data for children, parents, and providers in whom we invest in order to understand if/how our investments contribute to the outcomes we hope to support. Grantees will be expected to comply with First 5’s individual and demographic data collection guidelines.
3. Applicants should have the ability to collect, track, and report data, including individual level and demographic data, and work with both community and external evaluators.
4. Grantees must obtain appropriate consents.
5. Grantees must use the HIGH5 (Salesforce) system to report on family participation in programs, demographics, and referrals to services.
All proposals submitted by the deadline will be screened and scored (see criteria below) by First 5 Alameda County staff. Only the most competitive proposals will be forwarded to the community review panel, which will make recommendations to the First 5 Alameda County Commission.

Funding recommendations by the community review panel will be based upon proposal scores, consideration of geographic distribution, and balance across funding priorities. These recommendations will inform the final recommendations made by First 5 leadership to the First 5 Alameda County Commission for approval.

**Screening Criteria**

Proposals must meet the following criteria:

- Be complete and comply with RFP guidelines
- Be submitted online by 5:00 pm on March 20, 2020
- Demonstrate that the proposed activities support the Parent Engagement and Support goals and the First 5 Alameda County Strategic Plan Performance Measures as described in these Proposal Guidelines
- Additional documents (letters of commitment from collaborating agencies, proof of fiscal sponsorship, if applicable) must be received at First 5 Alameda County by 5:00 pm on March 20, 2020

**Scoring Criteria**

Each proposal will be evaluated against criteria that will guide readers to assess the quality and comprehensiveness of responses to the proposal questions in a consistent way. Complete scoring criteria are attached as Appendix D. The relative weight of each proposal section is below.

**Proposal Section Relative Weight**

- Organizational Capacity: 20%
- Need for Proposed Services: 10%
- Approach: 25%
- Scope of Work: 10%
- Management and Staffing: 10%
- Budget, Budget Justification: 10%
- Service Sites: 15%
**Funding**

Up to four (4) proposals will be funded at a maximum grant amount of $225,000 with a grant term of July 1, 2020 – June 30, 2021. Proposals that exceed this amount will not be considered. Payments will be made based on actual approved expenses and satisfactory work performance of identified deliverables.

First 5 is making a commitment to fund successful grantees through June 30, 2022. Grantees will not be required to reapply through an RFP process. The evaluation and performance of the grantee will be used to assess if funding will be awarded for a second year.

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**SECTION 5: Other Information**

1. No response will be considered for award unless submitted in full, delivered on or before the date specified in this RFP.

2. Specifications are carefully prepared describing the services desired. An addendum will be issued to all applicants, if necessary, stating revisions, deletions, or additions to be made to the specifications.

3. Solicitation of qualifications in no way obligates First 5 to purchase any or all of the described goods or services prior to bid award by the First 5 Alameda County Commission.

4. First 5 shall require indemnification on behalf of itself and Alameda County entities with any agencies or individuals into which it enters into agreements. In addition, First 5 requires all agencies to provide evidence of both workers’ compensation and general liability insurance, with First 5 listed as additional insured.
SECTION 6: Proposal Instructions

Proposals must be submitted online by 5:00 pm on March 20, 2020. Proposals MUST be submitted using our online system, HIGH5. To start, please go to http://www.first5alameda.org/parent-engagement-request-for-proposal. From there you can download the RFP and access the HIGH5 system.

Please see Appendix F for HIGH5 instructions.

Eligibility

Eligibility Checklist

- Will you use grant funds to serve children birth to age 5 and their families?
- Do you serve Alameda County residents?
- Do you have experience serving children and families?
- Do you agree to comply with First 5 Alameda County requirements as described in the request for proposal?
- Is your organization a community based 501(c)(3), a public agency, or does it have the fiscal sponsorship of a 501©(3)?

Project Description

Describe your project (1250 character limit)

Organization

1. Describe your organization (1000 character limit)
2. Total fiscal/calendar year budget. What is your organization’s total budget for the most recent complete year (fiscal or calendar)?

Clients Served

1. Describe the population you intend to serve and/or engage with this funding. Specify populations such as low-income families, English-language learners, children of color, children with special needs, and fathers.
2. Estimate the number of unduplicated clients you intend to serve annually with your proposed activities.
3. Where do clients served live?
Please provide all the zip codes where your clients live (in HIGH 5 you will be asked to select zip codes from a drop down menu). Further in the proposal, there is a place to document the service sites.

**Project Plan**

**Organizational Capacity**

1. How does this project align with your organization’s mission? (1000 character limit)
2. Please describe your organization’s experience serving children and families. (1250 character limit)
3. Please describe how you have developed credibility with the population and/or community you intend to serve. Please provide a specific example. (1250 character limit)
4. Please describe how your organization addresses families’ need for concrete supports. (Example, housing, food, child care) (1250 Character limit)
5. Please describe how your organization involves families in organizational decision-making and operations. (1250 Character limit)
6. Please describe how your organization sets up a welcoming environment for children and families. (1250 Character limit)
7. How does your organization support staff to reflect and navigate through issues of race, power, and privilege in relationship to families? (2000 character limit)
8. How will your proposed project affirm and strengthen families' cultural, racial, and linguistic identities? (1250 character limit)

**Need**

1. What need will be met if you are funded? This could be a service need of children ages birth to 5 years and their families, or a need of the system of services in your community, or a combination. (1000 character limit)
2. How do you know this is a need? What information informs you about this need specifically in the community you intend to serve? (1000 character limit)

**Approach**

1. Please describe how your proposed project will have a positive impact on "Children are on track or ready for kindergarten."
2. Please describe how your proposed project will have a positive impact on "Parents/caregivers with children under 5 years have what they need to support their child’s growth and well-being."
3. Please describe how your proposed project will have a positive impact on "Parents/caregivers with children under 5 years have leadership and advocacy skills and the opportunities to use them."
4. Please describe your outreach plan for the population(s) you are targeting. Please describe your outreach plan and your prior experience successfully engaging hard-to-reach members of your target population. (1250 character limit)

5. Please describe your plan for involving parents in continuous improvement and evaluation activities. (1250 character limit)

**Scope of work**

*In HIGH5, you will have the opportunity to list up to 20 activities for your Scope of Work.*

1. Name and description of the activity
2. Name the population you intend to serve and indicate the number you intend to serve for this activity
3. When will this activity begin/end:
   - Start Date
   - End Date

**Management and Staff**

1. Tell us about your staff who will be responsible for carrying out the activities outlined in your proposed project.
2. Tell us about the managers who will be supervising the project staff.

**Service Locations**

1. Please list all site addresses where you intend to offer programs and services.

**Project Budget**

1. Please provide a budget of your proposed expenses using the format included in Appendix E.
We are interested in proposals that address specific populations such as low-income families, English-language learners, children of color, children with special needs, and fathers. See our Kindergarten Readiness Assessment, updates, and policy brief for more information. Additionally, First 5 has identified nine zip codes that we consider priorities for services: 94601, 94603, 94605, 94606, 94607, 94621, 94541, 94544, and 94578.

While proposals in other zip codes are permitted, preference will be given via weighted scoring to applicants who plan to operate in these nine zip codes and additional points will be given to the zip codes listed above that are outside Oakland, 94541, 94544, and 94578. In order to identify these zip codes, we looked at the following data:

- % Income Under 50,000 (2014 Internal Revenue Service [IRS])
- (Low) School Performance (2013 CA Department of Education [CDE])
- # EITC Returns (2014 IRS)
- % Free Reduced Price Meal (2015-2016 CDE)
- Truancy (2014-2015 CDE)
- Children Below Poverty (2011-2015 American Community Survey [ACS])
- Suspension (2014-2015 CDE)
- Total Students (2015-2016 CDE)
- Non-Home Ownership (2010 United States Census)
- Total Births (2014 Alameda County Public Health Department [ACPHDI])
- Total Medi-Cal Births (2014 ACPHD)
- % Medi-Cal Births (2014 ACPHD)
- Low Birth Weight (2012 California Department of Public Health [CDPH])
- # Teen Mothers (2014 2014 ACPHD)
- Infant Mortality per 1,000 Births (2009-2012 CDPH)
- Asthma per 100,000 (2012-2014 Office of Statewide Health Planning and Development [OSHPD])
- Sites Claiming Alternative Payment Vouchers (Nov 2015 - Jan 2016)
- Total Schools (2015-2016 CDE)
- # Licensed Child Care Facilities (2017 California Department of Social Services [CDSS])
- WIC Vendors (2017 California Health and Human Services [CHHS])
- Licensed Child Care Capacity (2017 CDSS)
- Active in CalFresh (Feb 2016 CDSS)
- Entries to Foster Care per 1,000 Children (2015 CDSS)
- Child Maltreatment Allegations per 1,000 Children (2015 CDSS)
Priority Zip Code Map
Appendix B: Results-Based Accountability

First 5 Alameda County uses a Results-Based Accountability (RBA) framework to measure effectiveness and impact of First 5 strategies, including Parent Engagement and Support.

RBA is a widely accepted and practiced method to plan and measure the effectiveness and impact of programs, service systems, and population-level interventions. RBA is simple, concrete, and creates a common language so that everyone can contribute. RBA is powerful because it starts with the “ends,” the result or goal we wish to achieve, and works backwards towards the “means.” RBA helps us separate Population Accountability, the well-being of whole populations, from Performance Accountability, the well-being of client populations for programs, agencies, and service systems. First 5 will provide RBA training and technical assistance to successful grant applicants. For more information on RBA, refer to the book “Trying Hard Is Not Good Enough” by Mark Friedman, or https://clearimpact.com/results-based-accountability/.

To read more about First 5’s RBA approach, please refer to our Strategic Plan.

Population-Level Results to which First 5 contributes:

- Children are ready for kindergarten and can later achieve success in the third grade.
- Children are free from abuse and neglect.

As an Agency, we hold ourselves accountable to the following Agency Results:

1. First 5 programs and investments support and strengthen parents/primary caregivers, families, and neighborhoods to create environments and relationships where children thrive.
2. First 5 programs and investments increase access and opportunity, particularly for children living in poverty, to quality early experiences that prepare children for school and help them reach their optimal developmental outcomes.
3. First 5 programs, investments, and policy advocacy support a system of care that is coordinated, accessible, and responsive, delivered by knowledgeable and caring providers.
We will gauge the success of the Parent Engagement and Support strategy by, at minimum, the following Performance Measures:

- % of children ready for kindergarten
- % of families who have what they need to support their child’s health and well-being

Grantee performance measures will be chosen in partnership with First 5 Alameda County during contract negotiation. Examples of potential performance measures follow.

**EXAMPLES**

**How Much Did We Do?**
- # of parents/caregivers with children under 5 years served
- # of parents/caregivers with children under 5 years engaged in organizing and leadership opportunities
- # of neighborhood partners engaged in the Parent Engagement and Support project

**How Well Did We Do It?**
- Dollars leveraged
- % parents/caregivers with children under 5 years who say the project is meeting community needs
- % partners/providers trained in parent leadership and engagement

**Is Anyone Better Off?**
- % of children ready for kindergarten
- % of parents/caregivers with children under 5 years who have what they need to support their child’s health and well-being
- # of agencies that make administrative policy and/or practices changes based on Parent Engagement and Support efforts
## APPENDIX C: Parent Engagement and Support Request for Proposal Design Team Program and Services Ideas

<table>
<thead>
<tr>
<th>Concrete Support</th>
<th>Parental Resilience</th>
<th>Social Connections</th>
<th>Knowledge of Parenting and Child Development</th>
<th>Social &amp; Emotional Competence of Children</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resource Clearinghouse</td>
<td>Zone Committee</td>
<td>Parent Groups</td>
<td>Early Reading Intervention</td>
<td>Introduce English Language Playgroups</td>
</tr>
<tr>
<td>Parental Mentorship and Guidance</td>
<td>Parent Input</td>
<td>Parent Book Club</td>
<td>Math Sensory Learning Skills</td>
<td>Family Game Night</td>
</tr>
<tr>
<td>Safe Space</td>
<td>Parent-led Political Movement (Priority Program)*</td>
<td>Fatherhood/Dads Groups</td>
<td>First Time Mom Events</td>
<td>Reading Partners for ALL</td>
</tr>
<tr>
<td>Mobile Family Resource Van/Bus (Priority Program)*</td>
<td>Self-Care</td>
<td>Family Game Night</td>
<td>Early Childhood Parent Ed (PT3)</td>
<td>Educational comprehension amongst school and parents</td>
</tr>
<tr>
<td>Resource Phone Line/Website</td>
<td>Wellness Inclusion</td>
<td>Play Dates</td>
<td>Parent Workshops</td>
<td></td>
</tr>
<tr>
<td>Incentives</td>
<td>Nutrition</td>
<td>Fatherhood Dad Groups</td>
<td>Reading Partners for All</td>
<td></td>
</tr>
<tr>
<td>Fatherhood Assistance</td>
<td>Fatherhood Assistance</td>
<td>Parent Engagement Groups</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Doulas</td>
<td>Bilingual Play Groups</td>
<td>Inclusive Sports Programs - Challenger E-Sports</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Gardens</td>
<td>Affordable access to alternative health interventions (e.g., acupuncture)</td>
<td>Community-Organized Events</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Early Reading Interventions/Multi-Sensory Learning Skills</td>
<td></td>
<td>Outdoor Activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resource phone line/website</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Parent-Led Movements</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Parent-Led Accountability Council</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Job Training Cohorts</strong></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
APPENDIX D: Scoring Criteria

Parent Engagement and Support RFP Scoring Rubric:

- Organizational Capacity: 20%
- Need for Proposed Services: 10%
- Approach: 25%
- Scope of Work: 10%
- Management and Staffing: 10%
- Budget, Budget Justification: 10%
- Service Sites: 15%

Scoring Key:

**0-1 Weak**
Applicant’s response does not adequately meet expectations and suggests a poor fit with the Parent Engagement and Support Grant.

**2-3 Sufficient**
Applicant’s response somewhat meets expectations but additional information is needed or stronger responses would be preferred.

**4-5 Strong**
Applicant’s response meets and/or exceeds expectations. Responses are clear, concise, and detailed. Responses indicate a good fit for the Parent Engagement and Support Grant.

<table>
<thead>
<tr>
<th>SCORING CRITERIA – ORGANIZATIONAL CAPACITY (20%)</th>
<th>SCORE (1-5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong alignment of project to applicant’s mission</td>
<td></td>
</tr>
<tr>
<td>Clearly describes the organization’s experience serving children and families</td>
<td></td>
</tr>
<tr>
<td>Clearly describes how the organization has developed credibility with the population and/or community they intend to serve</td>
<td></td>
</tr>
<tr>
<td>Clearly describes how the organization addresses families’ need for concrete supports (Example, housing, food, child care)</td>
<td></td>
</tr>
<tr>
<td>Clearly describes how the organization involves families in organizational decision making and operations</td>
<td></td>
</tr>
</tbody>
</table>
### Scoring Criteria – Need for Proposed Services (10%)

<table>
<thead>
<tr>
<th>Score (1-5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clearly describes what need will be met if funded and how the organization knows this is a need</td>
</tr>
</tbody>
</table>

### Scoring Criteria – Approach (25%)

<table>
<thead>
<tr>
<th>Score (1-5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provides a detailed and thoughtful description of how their proposed project will have a positive impact on &quot;Children are on track or ready for kindergarten.&quot;</td>
</tr>
<tr>
<td>Provides a detailed and thoughtful description of how their proposed project will have a positive impact on &quot;Parents/caregivers with children under 5 years have what they need to support their child’s growth and well-being.&quot;</td>
</tr>
</tbody>
</table>
| Provides a detailed and thoughtful description of how their proposed project will have a positive impact on "Parents/caregivers with children under 5 years have leadership and advocacy skills and the opportunities to use them."
| Provides a detailed and thoughtful outreach plan for the targeted population(s) including any prior experience successfully engaging hard-to-reach members of your target population |
| Clearly describes the plan for involving parents in continuous improvement and evaluation activities |
| TOTAL SCORE (Average of Approach) |

### Scoring Criteria – Scope of Work (10%)

<table>
<thead>
<tr>
<th>Score (1-5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provides a reasonable Scope of Work to accomplish the elements in the approach.</td>
</tr>
</tbody>
</table>
## Scoring Criteria – Management and Staffing (10%)

<table>
<thead>
<tr>
<th>Score (1-5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Level of staffing is realistic for the types of services and/or activities proposed.</td>
</tr>
<tr>
<td>▪ Staff have ideal experience/qualifications for assigned roles.</td>
</tr>
<tr>
<td>▪ Staff is reflective of neighborhood being served.</td>
</tr>
</tbody>
</table>

## Scoring Criteria – Service Sites (15%)

<table>
<thead>
<tr>
<th>Score (1-5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ 1 point for service sites that are located within Alameda County, but not in one of the priority zip codes.</td>
</tr>
<tr>
<td>▪ 3 points for service sites that are located in any of the priority zip codes (See Appendix A): <strong>94601, 94603, 94605, 94606, 94607, 94621, 94541, 94544, and 94578</strong></td>
</tr>
<tr>
<td>▪ An additional 2 points will be added for service sites located in the priority zip codes listed above that are outside Oakland: <strong>94541, 94544, and 94578</strong>.</td>
</tr>
</tbody>
</table>

---

Scored by First 5 Alameda County Staff
## APPENDIX E: Proposed Budget Form

<table>
<thead>
<tr>
<th>BUDGET LINE ITEMS</th>
<th>Proposed Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PERSONNEL EXPENSES * for positions greater than 5% FTE</strong></td>
<td></td>
</tr>
<tr>
<td><em>(List position, FTE % on project, rate)</em></td>
<td></td>
</tr>
<tr>
<td>Total Salaries</td>
<td></td>
</tr>
<tr>
<td>Personnel Benefits</td>
<td></td>
</tr>
<tr>
<td><strong>PERSONNEL EXPENSES SUBTOTAL</strong></td>
<td></td>
</tr>
<tr>
<td><strong>GENERAL EXPENSES (Include brief description)</strong></td>
<td></td>
</tr>
<tr>
<td>Training</td>
<td></td>
</tr>
<tr>
<td>Program Materials</td>
<td></td>
</tr>
<tr>
<td>Printing</td>
<td></td>
</tr>
<tr>
<td>Office Supplies</td>
<td></td>
</tr>
<tr>
<td>Staff Travel</td>
<td></td>
</tr>
<tr>
<td>Consulting Services <em>(List hourly unit cost, # of hours, term)</em></td>
<td></td>
</tr>
<tr>
<td>Evaluation <em>(Cannot exceed 5% of total direct costs)</em></td>
<td></td>
</tr>
<tr>
<td>Miscellaneous</td>
<td></td>
</tr>
<tr>
<td><strong>GENERAL EXPENSES SUBTOTAL</strong></td>
<td></td>
</tr>
<tr>
<td><strong>EQUIPMENT (Itemize equipment costs more than $2,000)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>EQUIPMENT SUBTOTAL</strong></td>
<td></td>
</tr>
<tr>
<td><strong>SUBCONTRACTORS</strong> <em>Requires First 5 prior approval; List separately, if more than one subcontractor, and submit subcontractor’s project budget.</em></td>
<td></td>
</tr>
<tr>
<td><strong>SUBCONTRACTORS SUBTOTAL</strong></td>
<td></td>
</tr>
<tr>
<td><strong>OTHER EXPENSES (Additional line Items exceeding $5,000)</strong></td>
<td></td>
</tr>
<tr>
<td>BUDGET LINE ITEMS</td>
<td>Proposed Budget</td>
</tr>
<tr>
<td>-------------------------------------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>OTHER EXPENSES SUBTOTAL</td>
<td>-</td>
</tr>
<tr>
<td>SUBTOTAL OF DIRECT EXPENSES</td>
<td>-</td>
</tr>
</tbody>
</table>
  *Sum of totals for Personnel, General, Equipment, Subcontractors and Other* |
| ADMINISTRATIVE/INDIRECT COSTS                          | -               |
  *Maximum 15% of Direct Costs*                         |
| TOTAL BUDGET                                          | -               |
APPENDIX F: HIGH5 Instructions

APPENDIX F: HIGH5 APPLICATION USER GUIDE
For
FUNDING OPPORTUNITIES

Please read both the Parent Engagement and Support Community Grant Request for Proposal and the HIGH5 Application User Guide in full before starting the application in HIGH5.

HIGH5 is a custom application developed and supported by First 5 Alameda County. This is the application you will use to apply for the Parent Engagement and Support Community Grant.

The first step in completing an application in HIGH5 is to create a user account. HIGH5 has a unique user account creation process that goes beyond just asking for your name, business and email address. We require another level of user profile questions to inform our accountability process in response to the First 5 Commissioners (our governing board), required reporting and to our partnering agencies as we make programming and funding decisions.

First 5 Alameda County will be offering two (2) technical assistance sessions that are open to the community. We will provide workspace, laptop computers, WiFi access, and assistance with using HIGH5. The sessions are:

Tuesday, March 3, 2020  1:00pm-4:30pm
Register here: https://high5.force.com/First5/evt__QuickEvent?id=a2Lt00000033nOn

Wednesday, March 4, 2020  9:30am-12:30pm
Register here: https://high5.force.com/First5/evt__QuickEvent?id=a2Lt00000033nQ3

If you have questions or concerns when using HIGH5, contact the HIGH5 Helpdesk at 510-227-6925 or by email at HIGH5Helpdesk@first5alameda.org.

To access the HIGH5 application, click here.

For help, contact the First5 Help Desk by email or phone:
high5helpdesk@first5alameda.org (510)-227-6925
HIGH5 User Account

We are excited to welcome you to HIGH5, First 5’s newest web-based application. HIGH5 manages funding opportunities, trainings and events and award reporting.

You are being invited to become a HIGH5 Community user so that you can:
- Apply to funding opportunities
- Register for events/trainings
- Enter award reporting data

Application Requirements

HIGH5 is a web-based application that is accessible by using Google Chrome web browser. Chrome is a secure free browser that can be downloaded from www.google.com/chrome/.

HIGH5 is located at https://high5.force.com/First5. For your convenience it is available 24 hours/7 days per week.

User Requirements

For the HIGH5 Community log-in, it is suggested that you use your work email address. For example: john.doe@first5alameda.org

Create a New Account

1. Create a new account by going to the HIGH5 landing page and clicking LOGIN located in the upper right-hand corner.

2. Go to the bottom of the screen and click the “Create an Account” option.
Starting a Funding Opportunity Application

To start a funding opportunity application, click this [http://www.first5alameda.org/parent-engagement-request-for-proposal](http://www.first5alameda.org/parent-engagement-request-for-proposal) to access the funding opportunity. You can also log into HIGH5 and select the FUNDING CALENDAR. Go to February 7, 2020 and select the Parent Engagement and Support Grant link.

A FUNDING OPPORTUNITY window appears. Under Instructions, click the link View Funding Opportunity to begin the application process.

Click the Apply Now button to start the application.

If you receive the message above, please contact the HIGH5 Helpdesk or the Program Officer. It means an application has already been started/submitted by someone in your organization.
Sharing the Application with Others

To provide agency colleagues with access to your application in HIGH5, your colleague must first create a HIGH5 User account. After they have created an account, click the arrow on the menu bar and click the Share Application Access button.

You will see individuals in your organization to select and provide access. If you need to provide individuals from another organization access to your application, call the HIGH5 Helpdesk at 510-227-6925 or email at HIGH5Helpdesk@first5alameda.org

Sharing a Copy of an Application in Draft Mode (That Has Not Been Submitted)

Click the menu option Send Application PDF email (accessible when you click the arrow on the menu bar). Enter the email address of the individual you want to receive a draft of the application. Only one email can be entered at a time.

Accessing Your Application After It Has Been Started at a later date

Log into HIGH5 and select the Manage My Application button. Select the application link to continue to complete your application.

1. Login into HIGH5 and select the Manage My Applications button.

2. Select the Application Number link.
Entering and Updating Your Application

As you complete the funding opportunity a checklist informs you of the remaining components that have not been accessed. The check marks do not indicate that all the questions and requested information in each component have been completed or provided. Please review your work carefully before submission.

BUTTONS
1. Edit Narrative to add/edit content in the Narrative section.
2. Add Service Locations to indicate all the zip codes you will be servicing.
3. Submit Application to submit your application after it has been completed and reviewed.
4. Under the carrot are Narrative Section Preview to view your application narrative responses.

There are five (5) components to the funding opportunity application: Narrative, Service Locations, Budget, Attachments, and Submit.

Narrative Section and Application Progress Indicator

At the top of the screen, the Application Progress Indicator presents each Narrative section. As you navigate through each section the indicator will turn green. This does not mean that you have answered all the questions.

Click on each section name or use the Next button at the bottom of each screen to navigate to the next section. You can edit these sections until the application is submitted. Your work is being saved automatically.

It is recommended that you complete the Eligibility section first.
Eligibility

Based on your response to the questions in this section, you may not be able to move past this section to complete the remainder of the application.

If you are deemed ineligible because you have responded to a question in error, contact the HIGH5 Helpdesk for assistance at 510-227-6925 or email at HIGH5Helpdesk@first5alameda.org.

Project Description, Organization, Clients Served, Project Plan, and Management and Staff

The next five (5) sections of the Report Narrative component require text and/or numeric-based responses.

- Most responses have character limits. Your responses must not exceed these limitations.
- No text formatting (colored text, bold, italics, special characters, etc.,) can be entered or saved in your responses.
- A recommended best practice is to develop your responses in MS Word. Then use the copy-paste functionality to enter your responses into the HIGH5 funding opportunity application.

When you have navigated through the Report Narrative section of the application you are provided with a confirmation that your entries have been saved. Click the continue prompt to go to the Application landing page to start on the next section.
Service Location

Click the Add Service Locations button to complete the second component of the application.

Indicate if services for this funding opportunity will be at your organization or at another location and then press the Next button.

Enter the organization information in the following window.

Click the Next button to add additional sites or move onto to the next application components.

Budget

Click the Budget Name link to begin to enter your application budget.

You can begin to enter/update budget line item DESCRIPTION, AMOUNT and JUSTIFICATION by clicking on the associated pencil or double clicking in the fields on each line.

Adding Line Items
If you need to add additional line items in each section use the add links positioned in the TOTAL column.
Deleting Line Items

If you need to delete a line item in each section use the Delete positioned at the beginning of each row.

Use the Save button to save any additions or changes to the budget.
Use the Cancel Edits button to return to the last version of your saved budget.
Use the Close Budget View to return to the Application landing page.
Use the Download PDF if you want to print a copy of the budget only.

Attachments

If you want to or have been instructed to attach files to your application, click the Attach Files button.
Select the appropriate Upload Files button to attach files. Click the Save as Final button to check this item on your application check list.

To get a check mark in this area, even if you don’t have any files to attach, click the Attach Files button and select the Save as Final button.
Submitting Your Application
(you must be completed by a HIGH5 user who has signatory authority for the organization)

You can submit your completed application by selecting the Submit Application button on the menu bar.

An application cannot be submitted until all required fields have been completed. To find the required fields: Confirm that your application check list has been completed (all check marks are green); then use the check mark list to review the application to ensure that all required fields are completed. Click the Submit Application again.

As a precaution you will receive another message if HIGH5 determines that you have missed questions. This message supports fields that are not required. The application can still be submitted by clicking the Submit Application radio button and then the Next button.

As an authorized signatory for your organization complete the certification statement for your application by checking the box and entering your name. Press the Next button to complete the application submission process.
YOUR APPLICATION HAS BEEN SUBMITTED! You will receive an email from Salesforce with a subject of “Your Application is Attached.” Save this email for verification and an electronic version of your submitted application.

If you have submitted your application in error and would like it returned for further editing before the submission deadline:

1. Call the HIGH5 Helpdesk at 510-227-6925. Talk to a First 5 Helpdesk staff person letting them know that you want your application returned to “in progress status.”

2. Use the Your Application is attached email that you received after submitting the application to confirm the request to return the application by email. Enter the following information and send it to the HIGH5 Helpdesk.

   TO:  HIGH5Helpdesk@First5Alameda.org
   FROM: Agency Signatory
   SUBJ: RE: Your Application is Attached

   Please return my submitted application back to “in progress” status. I understand it is my responsibility to resubmit the application before the deadline.

   Authorized Signatory

3. The Helpdesk Staff will respond through email and by phone when the request has been fulfilled.

   Request for returns cannot be made after 4:00pm on the final day of submission.