

Exhibit A: Scope of Work

# **Stronger Systems, Stronger Families Initiative - STRATEGY 3**

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| --- | --- |
| **FIRST 5 Strategic Plan Focus Area:** | Connect families to basic needs, safety, and healthy child development |
| **Grantee Name:** |  |
| **Grant Amount for Year 1:** |  |
| **Program Name:** |  |
| **Priority Population(s) of Focus:** |  |
| **Geographic Location(s) of Services Offered:** |  |

**BACKGROUND:**

To achieve FIRST 5 Santa Clara County's vision, mission, and 2027 strategic plan, the Stronger Systems, Stronger Families Initiative aims to enhance the system of care for families, enabling them to readily access resources, services, and support for raising healthy children, prenatal through age five.

**PURPOSE:** This Agreement between GRANTEE and FIRST 5 advances that portion of the FIRST 5 Stronger Systems, Stronger Families Initiative that seeks to create new solutions that disrupt systemic oppression and remove barriers that prevent families from accessing the resources, programs, and supports they need to raise healthy children. This strategy aims to encourage local efforts focused on systems change to support young children’s health and social needs.

FIRST 5 identified core elements that are necessary to successfully implement and create impact through the Bold and Innovative Efforts Strategy. GRANTEE shall perform under this Agreement in a manner reasonably calculated to prioritize the following four core elements, and all provisions of this Exhibit A shall be construed to effectuate this purpose.

1. Implement evidence-based or promising emergent practices that make a sustainable impact to improve children’s health, well-being, and safety by addressing root causes.
2. Intentional engagement with parents and caregivers.
3. Strengthen partnerships, systems of care, and system change.
4. FIRST 5 Partner Responsibilities

**Commitment to serving FIRST 5 Priority Population:** FIRST 5's 2024-2027 Strategic Plan calls on FIRST 5 and its partners to support families with young children who have been disproportionately affected by poverty, systemic or institutional racism, and/or trauma. GRANTEE shall perform under this Agreement in a manner reasonably calculated to support one or more of the following five priority populations, and all provisions of this Exhibit A shall be construed to effectuate this purpose.

* Families who have children with disabilities and behavioral health needs.
* Immigrant families, prioritizing new arrivals and those with no or mixed documentation.
* Under-resourced families including low-income and “gap” families not eligible for government-funded programs. FIRST 5 defines “gap” families as those who earn too much to qualify for federal and state-subsidies, but not enough to pay the full cost for services.
* Court-impacted families affected by justice and child welfare systems, incarceration, court-monitored programs (including probation and parole), and child and family reunification processes.
* Families with unstable housing.

**Subject to Modification with FIRST 5’s Prior Written Approval:** FIRST 5 and GRANTEE recognize and understand that unanticipated circumstances may arise that make it advisable to reprioritize, modify, or change aspects of the activities and deliverables described in this Exhibit A (Scope of Work). Accordingly, this Exhibit A (Scope of Work) may be revised upon GRANTEE’s written request and the prior written approval of FIRST 5’s Executive Director or FIRST 5’s Executive of Family & Health Strategies. FIRST 5 may in its sole discretion grant, deny, or condition approval of such request for any reason or no reason. A revision of this Exhibit A (Scope of Work) pursuant to this paragraph shall not require an amendment to the Agreement.

**A. Core Element A:** Implement evidence-based or promising emergent practices that make a sustainable impact to improve children’s health, well-being, and safety by addressing root causes

GRANTEE shall perform the activities and achieve the deliverables described in Table A in the quantity, at the frequency, and in the timeframe set out in Table A, and shall track performance of the activities in the manner and using the data set out in Table A. GRANTEE shall perform these activities for the purpose and in a manner reasonably calculated to ensure that the program creates, implements, replicates, or scales a new and innovative model that addresses the root causes of poverty and inequity.

*Table A*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Activity/Deliverable** | **Quantity** | **Frequency** | **Data Tracking** | **Completion Date**  Month, Year |
| **Name & Description**  ***EXAMPLE ONLY*** | ***Launch innovative model to address the root cause of poverty and inequity****: (WHAT) The launch of a new pilot program will seek to address the root cause of generational and childhood poverty by offering community-led and response wraparound services to priority population families, including basic needs, case management, and evidence-based programs to improve economic mobility.* | | | | |
| ***EXAMPLE ONLY***  **\*Grantees should expand activities on separate lines within this table**. | *By the June 2025 (WHEN), the Grantee will (HOW):*   * *Identify and enroll 120 families from the priority population to participate in the pilot program.* * *Provided bi-monthly support and services, including food, housing, and healthcare, to families enrolled in the pilot program.* * *Provide monthly case management to families enrolled in program to support their health and social care needs and services.* * *Provide monthly financial literacy and empowerment support, services, and programs to increase cash savings for families enrolled in the pilot.* * *Implement three series of entrepreneurship training programs, providing training, mentorship, and resources to guide and support 36 families in launching and running small businesses.* * *Conduct an annual assessment to track the progress made and compare it to the expected outcomes.* * *Conduct participant and partner feedback to continuously improve program quality.* | *Grantee will identify, recruit and support 120 families in pilot program* | *Services will be offered monthly* | *Grantee intake form, annual assessment, feedback assessment, FIRST 5 database* | *June 2025* |
| Name & Description |  | | | | |
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| 7. |  |  |  |  |  |

1. **Core Element B:** Engage and build connections with parents, caregivers, and the community.

GRANTEE shall perform the activities and achieve the deliverables described in Table B in the quantity, at the frequency, and in the timeframe set out in Table B, and shall track performance of the activities in the manner and using the data set out in Table B. GRANTEE shall perform these activities for the purpose and in a manner reasonably calculated to (a) build strong connections with parents and the community, supporting parent education, advocacy, and empowerment, (b) give high importance to regular community outreach and engagement, (c) be influenced by and responsive to parents from priority populations, and (d) use evidence-based or emerging best practice programs where applicable.

*Table B*

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| --- | --- | --- | --- | --- | --- |
|  | **Activity/Deliverable** | **Quantity** | **Frequency** | **Data Source** | **Completion Date**  Month, Year |
| E.g. | ***Parent Café:*** *(What) An evidence-based peer-to-peer learning model developed for parents by parents to connect, engage, and empower parents and caregivers. (When) Each quarter, Grantee to (How):*   * *Implement 6 weekly sessions targeting parents and caregivers.* * *Identify and recruit parents and caregivers to participate in workshop series.* * *Identify parent leaders to join as volunteers for future parent café sessions.* * *Complete pre & post parent & caregiver surveys.* | *50 Parents will be identified and recruited to participate in the workshop series.* | *6 workshops sessions will be held each quarter* | *Excel spreadsheet* | *June 2025* |
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1. **Core Element C:** Strengthen partnerships, systems of care and system change.

GRANTEE shall perform the activities and achieve the deliverables described in Table C in the timeframe set out in Table C, and shall track performance of the activities in the manner and using the data set out in Table C. GRANTEE shall perform activities for the purpose and in a manner reasonably calculated to respond to the health, well-being, and safety needs of children and their families by identifying and leveraging collective impact activities and principles with community and system partners to disrupt, change or shift systemic inequities to create long-term system change.

*Table C*

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Activity/Deliverable** | **Data Source** | **Completion Date**  **Month, Year** |
| E.g.  **EXAMPLE ONLY** | **Creating a “No Wrong Door” approach with families**: (WHAT) To ensure that families receive coordinated and timely services, reduce trauma, and promote family permanency, Grantee will create a "No Wrong Door" approach. This will involve developing and implementing a resource navigation and closed-loop system that will support families at our service location and connect them to external resources and services. By the second quarter (WHEN), Grantee will (HOW):   * Engage frontline service workers within the organization to better understand existing referral processes, gaps, and opportunities to improve service navigation, linkages, and closed loops. * Engage with surrounding service organizations to better understand their approach to resource navigation and closed-loop processes. * Engage and learn from current and previous clients/families about their experience with navigating resources and services within the service organization. * Develop a resource navigation and closed-loop procedure and protocol informed by learnings for frontline staff, clients, and system partners. * Identify and implement a software platform that enables easy cross-sector coordination to care (i.e., Findhelp). * Train frontline workers on resource navigation and closed-loop procedures and protocols. * Explore continuous process improvement. * Partner with FIRST 5 in the development and implementation, as needed. | Process, Procedures & Work Instruction | June 2025 |
| E.g.  **EXAMPLE ONLY** | **Breaking the cycle of intergenerational poverty:** (WHAT) We aim to use the pilot program to validate further a community-based approach for addressing the root causes of poverty. The success of this pilot program will serve as a model for social service organizations, including workforce development partners and government agencies, to implement strategies for addressing poverty and improving the healthy development, safety, and life outcomes of families with young children. By end of fiscal year (WHEN), Grantee will lead collective impact activities by (HOW):   * Engage system of care agencies regarding the impact of the pilot program to assess their interest, support, and partnership. * Form an advisory group with system of care agencies, including governments, school districts, managed care plans, CBOs, and for-profit corporations. The purpose of the group is to identify pilot program successes, challenges, and opportunities in order to further expand the pilot program through system and/or policy changes, to address poverty in Santa Clara County. * Partner with a local research institution to provide third-party evaluation and a report to further validate the impact of the pilot program. * With FIRST 5, explore opportunities to leverage the pilot program to create system change. | Quarterly reporting, formation of system advisory group, drafted system change opportunties | June 2025 |
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**Core Element D:** FIRST 5 Santa Clara County Partner Responsibilities

GRANTEE shall perform the activities described in Table D in the quantity, at the frequency, and in the timeframe set out in Table D, and shall track performance of the activities in the manner and using the data set out in Table D. GRANTEE shall ensure the ongoing availability and application of administrative and leadership capacity necessary to participate in and contribute fully to the activities listed in Table D.

*Table D*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Activity/Deliverable** | **Frequency** | **Data Tracking** | **Completion Date** |
| 1. | **Grantee Meetings:**   * Attend and participate in regular meetings with assigned FIRST 5 staff lead to discuss successes, challenges, and other updates related to program implementation * Grantee shall ensure that all of its representatives are adequately prepared, informed, ready, willing, and able to participate fully and interactively in the meetings. | On a schedule and at a frequency set by FIRST 5, which FIRST 5 anticipates will be approximately monthly | Meeting attendance, as documented by FIRST 5; meeting participation, as assessed by FIRST 5 in FIRST 5’s sole discretion. | June 2025 |
| 2. | **Commitment to Systems Change:**   * Identify and address systemic and structural barriers that impede the health and well-being of the priority population. * Identify system change efforts by engaging families and caregivers and working in partnership with the local system of care to strengthen structures, programs, and services that are culturally responsive, trauma-informed, and focused on healing. | Ongoing | Meeting attendance, as documented by FIRST 5; meeting participation, as assessed by FIRST 5 in FIRST 5’s sole discretion; Quarterly Narrative Reports | June 2025 |
| 3. | **Learning Collaboratives:**   * Attend and participate in bimonthly FIRST 5 facilitated learning collaboratives facilitated by FIRST 5 that will focus on strengthening program implementation and maximizing successful collective impact. * Grantee shall send at least one representative to each session. Grantee shall ensure that its representatives are adequately prepared, informed, ready, willing, and able to participate fully and interactively in the collaborative sessions. | Up to 6 collaborative sessions per year. Collaborative sessions will be scheduled by FIRST 5. FIRST 5 anticipates giving Grantee at least 30 days’ notice of each scheduled session. | Meeting attendance, as documented by FIRST 5; meeting participation, as assessed by FIRST 5 in FIRST 5’s sole discretion. | June 2025 |
| 4. | **Path to Financial Sustainability**   * Develop realistic path to long-term sustainability, and identify, describe, and confer with FIRST 5 about that path. * Identify additional and alternative funding sources. and long-term sustainability plans and goals. * Request technical assistance and support from FIRST 5 as needed**.** | Ongoing | Develop, maintain, and implement Financial Sustainability Plan | June 2025 |
| 5. | **Communications:**   * Grantee shall provide narrative updates and share media content (including photographs, videos, and/or other content) with FIRST 5 so that FIRST 5 can distribute information and media content through newsletters, social media platforms, and other channels. Narrative updates and media content may include and describe achievements, events (e.g.: story times, family events), programs (e.g.: Parent Cafes), and/or services about how grantees’ efforts impact children and families in Santa Clara County. * Grantee shall include FIRST 5’s logo on relevant digital or printed materials that Grantee creates, publishes, or distributes. FIRST 5’s logo is available for download at: <https://www.first5kids.org/about-us/media-kit/> | Monthly | Submit narrative updates and media content to FIRST 5 by email to: communications@first5kids.org | June 2025 |