

**Cross-Systems Collaborative Infrastructure
(Family Service System Reform [FSSR])**

**Renewal Grant Application Information
and Instructions for Fiscal Year 2005-06**

Commonwealth of Pennsylvania
Pennsylvania Department of Public Welfare
Office of Children, Youth and Families
P.O. Box 2675
Harrisburg, Pennsylvania 17105-2675

Issued March 17, 2005

Table of Contents

	Page
Section I. Overview	1
Section II. Community Collaborative Linkages	1
Section III. Improving Outcomes.	3
Section IV. Application Information	
▪ Funding Availability	3
▪ Who May Apply	4
▪ Application Review Process	4
▪ Due Date and Submission Procedure.....	4
▪ Where To Go For Help	4
Section V. Application Guidelines	
▪ Collaborative Responsibilities	5
▪ Fiscal Requirements.....	8
Section VI. Application Instructions	11
▪ Application Chart Examples	19
▪ Other Budget & Expenditure Forms and Instructions	26

I. OVERVIEW

There is growing evidence that investing in cross-systems collaborative partnerships fosters shared responsibility for improving family and community well-being. This shared responsibility brings with it challenges and opportunities as traditional systems, their non-traditional partners and the community at-large try to effectively design and deliver services to children and their families. Through the Family Service System Reform (FSSR) Initiative, counties are building cross-systems collaborative frameworks of operation that include effective public/private partnerships and places parents and community residents in key decision-making roles. These local frameworks (infrastructures) serve as catalysts for long-term systemic policy and practice changes that promote shared community-based planning, prevention-focused service integration and results-based accountability for improving child and family outcomes.

In 2003, the FSSR Grant opportunity provided counties with 18 months of funding to build a cross-systems infrastructure that links program and system results to broader community-wide improvement, while transitioning support for programs and services begun under FSSR. The Department of Public Welfare (DPW), Office of Children, Youth and Families (OCYF) will again provide FSSR funding for Fiscal Year (FY) 2005-06 to support the building of local cross-systems infrastructure capacity. **Beginning July 1, 2005, FSSR funding can only be used for capacity building activities and support related to the development and enhancement of cross-systems collaborative infrastructure. Grant dollars may not be used to provide direct programs or services to families.**

The FY 2005-06 grant application builds upon information presented in the *2003-05 FSSR Grant Application*, providing opportunities to develop a robust continuous learning environment - assessing and evaluating on-going community data, outlining service strategies that impact child, family and community outcomes and advancing community level decision-making. It is important that local collaborative partnerships continue evaluating their infrastructure to identify areas that need additional investment and earmark FSSR funds that will result in a collaborative structure that has the capacity for continuous learning to occur. All members of the collaborative partnership can evaluate their services and produce information that engages new partners, determines resource allocations, changes organizational culture and reshapes related service delivery policies and practices. *To learn more about building a continuous learning environment visit the FSSR website at www.center-school.org/fssr and click on FSSR Resources "Collaborative Infrastructure: Building a Continuous Learning System".*

II. COMMUNITY COLLABORATIVE LINKAGES

As OCYF continues to place emphasis on effective service integration and results-based accountability, other state departments and agencies are engaged in similar efforts. This parallel work provides an opportunity for counties, through their broad collaborative infrastructure, to rethink and redesign the way family programs and services are delivered, coordinated, and managed. Linking initiatives with similar child and family improvement goals will enable collaborative partnerships to effectively integrate community assets and resources, assess data and implement strategies that are proven effective. Taking this broad approach will result in efficiently reaching designated goals, while creating effective service continuums for families.

In this application, collaborative partnerships have an opportunity to build and refine their cross-systems infrastructure, creating an environment that actively links and integrates child and family initiatives. As collaborative partnerships develop their infrastructure plans, they are asked to demonstrate how the following and/or other initiatives will be incorporated.

- **Integrated Children’s Services Plan (ICSP)** is a joint collaboration between the Department of Public Welfare – Offices of Children, Youth and Families, Mental Health and Mental Retardation and the Department of Health - Bureau of Drug & Alcohol. This integrated plan effort provides counties with an opportunity to take a comprehensive approach to serve children, birth to 21 years of age, and their families through programs that focus on long-term prevention, early intervention, and services that support family stability, child safety and healthy development.
- **Systems of Care for Children and Families** is an initiative supported through DPW. This effort operationalizes a system of care practice model that is consistent with DPW strategic objectives and tailored to meet goals of children with behavioral health needs and child welfare and juvenile justice involvement. These systems of care will address the full range of risk and need for these children, including prevention, early intervention, and intensive case management of those in, or at imminent risk for, out of home and community placement.
- **Family Engagement** recognizes the role and tradition that families have in the understanding and care taking of its members. Family Group Decision Making (FGDM) is a family engagement practice model which enables families and extended family networks to develop and implement plans to ensure the emotional and physical safety and well-being of children.
- **Communities That Care (CTC) Initiative** funded through the Pennsylvania Commission on Crime and Delinquency (PCCD) requires the formation of a community board to develop prevention plans, based on risk and resource assessments.
- **State Health Improvement Planning (SHIP)** through the Pennsylvania Department of Health and **Healthy Community Partnerships** allows communities greater flexibility in working together to develop creative solutions to local health problems, while establishing public/private/community partnerships that develop and implement programs with shared accountability.
- **Juvenile Justice System Enhancement**, within the Juvenile Court Judges Commission (JCJC) seeks to provide balanced attention to the protection of the community, the imposition of accountability for offenses committed and the development of competencies to enable juveniles to become responsible and productive members of their communities. (Formally known as the principles of Balanced and Restorative Justice [BARJ].)

III. IMPROVING OUTCOMES

Improving child and family outcomes is the hallmark of an effectively working collaborative partnership, with programs and systems judged by one criterion – *Did the strategies and services implemented result in better conditions for children and their families?* To answer this question, collaborative partnerships must have in place systems of operation that share responsibility for improving outcomes, changing the way programs operate and reshaping how services are delivered to children and families.

Systems and programs must have tools that use a common methodology to assess conditions, establish baselines and evaluate progress. FSSR has introduced an *Outcomes Framework* to help counties organize their cross-systems work, provide common outcomes terminology among service partners and design mechanisms to track child, family and community improvements over time.

By exploring the circumstances/conditions which exist within the community, collaborative partnerships are able to determine what influences the movement toward achieving intended outcomes. By developing broad-based approaches/strategies that link formal services and program activities with informal supports and interventions, collaborative partnerships cannot only achieve focused child welfare outcome improvements, but broader community-wide improvement promoted through FSSR as well.

IV. APPLICATION INFORMATION

Funding Availability FY 2005-06

Cross-systems collaborative infrastructure funding is for a 12 month period (July 1, 2005-June 30, 2006). This grant funding is contingent upon availability of funds from DPW. Unspent funds, including earned interest not expensed for infrastructure costs, must be returned to DPW at the end of the fiscal year.

Collaborative partnerships should continue to view outcomes-based work as an investment (connecting money with results) and use these funds to strengthen and refine their cross-systems collaborative infrastructures. Available grant funds awarded to counties for FY 2005-06 are allocated based upon county class size, not to exceed the county's FSSR FY 2004-05 funding allocation.

The amount of grant funds allocated to your county requires an additional investment of local resources. The minimum local investment must equal 25% of the allocated state grant amount awarded to the county for this 12 month period. Local investment of resources can be comprised of cash (actual dollars being committed to the collaborative for the work identified) and/or any goods and services being allocated by collaborative partners to the cross-systems infrastructure effort. These goods and services (i.e., training materials, travel vouchers, child care, etc.) can also include in-kind commitments (office and meeting space, copying, etc.). Applicants must specify a fair market value for all in-kind goods and services contributed and may need to justify costs for dollar amounts assigned to purchased goods and services. All goods and services cost estimates may be subject to audit. The commitment of local resources must come from a variety of public/private systems (i.e., school districts, county government, business, health care, United Way, etc.). If the grant application fails to show a broad level of local support, it will be returned for revision.

Applicants must not exceed the state grant allocation when preparing their FY 2005-06 budget. Applicants are not obligated to budget for their full allocation.

The Title IV-B, subpart 2, Promoting Safe and Stable Families, program provides funds to states to provide family support, family preservation, time-limited family reunification services, and services to promote and support adoptions. These services are primarily aimed at preventing the risk of abuse and promoting nurturing families, assisting families at risk of having a child removed from their home, promoting the timely return of a child to his/her home, and if returning home is not an option, placement of a child in a permanent setting with services that support the family. OCYF uses Title IV-B Part II funds to implement FSSR. Title IV-B Part II funds are federal funds, therefore **federal funds cannot be used as cash match for this grant**. State and local funds may be used as in-kind cash for these funds.

Who May Apply

Counties are eligible to apply for FY 2005-06 FSSR grant funding if they receive FSSR funding in FY 2003-05 and they have not received or requested formal funding for cross-systems collaborative partnerships infrastructure costs through the Children, Youth and Families Needs Based Plan and Budget process. Collaborative partnerships who receive/request funding to directly support infrastructure costs through the Needs Based Plan and Budgeting process are NOT eligible to apply for all or a portion of these funds and should continue to request funding through the Needs Based Budget process. Collaborative partnerships are encouraged to engage and maintain communication with the County Children and Youth Director regarding all cross-systems collaborative activities.

One renewal application may be submitted on behalf of an eligible county, with only county government serving as fiscal agent for these funds. Counties may subcontract with local service providers or school entities to implement FSSR activities. The fiscal agent should be a partner with the collaborative and be closely involved in preparing the related fiscal forms.

Application Review Process

The grant renewal application will be reviewed by OCYF and Center for Schools and Communities staff to determine if the information provided by the collaborative partnership is consistent with the principles and goals of the initiative and builds the necessary collaborative infrastructure to support a continuous learning environment.

Due Date and Submission Procedure

An original and six copies of the completed *Cross-Systems Collaborative Infrastructure (Family Service System Reform [FSSR])* Grant Application must be received by the Pennsylvania Department of Public Welfare, Office of Children, Youth and Families **no later than 4:00 p.m. Tuesday, April 26, 2005**. No fax or e-mail copies will be accepted. Do not use presentation folders or any other type of binders.

Where To Go For Help

Several technical assistance resources have been developed. These resources will assist counties in developing comprehensive plans to guide their infrastructure development during FY 2005-06.

Electronic Application

An electronic version of the *Cross-Systems Collaborative Infrastructure (Family Service System Reform [FSSR]) Grant Application for Fiscal Year 2005-06* is available to download on the Center for Schools and Communities web site – FSSR News Page at www.center-school.org/fssr or through the Center’s regional FSSR technical assistants. Applicants can visit the web site to obtain the Microsoft Word version of the application or contact their TA directly. Applicants are reminded that electronic submissions of applications will not be accepted by OCYF.

- Training Video – Application Questions

A training video has been developed to help collaborative partnerships prepare this year’s grant application. This streaming video is Internet-based and available through the Center for Schools and Communities’ web site – FSSR News Page at www.center-school.org/fssr. All members of county collaborative partnerships who are receiving grant funds and those responsible for managing its implementation are encouraged to view the video as part of their application completion process. The video will be available for viewing beginning Monday, March 21, 2005.

Applicants will also have an opportunity to post questions regarding the application. Questions may be e-mailed to fssrrfa@csc.csiu.org through March 28, 2005. OCYF will provide on-line responses to the posted questions at the same website location of the training video.

- Grant Resources

Reference resources are available on-line through the Center for Schools and Communities web site on the FSSR News Page at www.center-school.org/fssr to assist collaborative partnerships in completing their grant application. These reference materials offer more detailed information on systems change and cross-systems infrastructure development. Resource materials are listed under the heading of FSSR Grant Resources.

- Technical Assistance

Technical assistance is available through OCYF and the Center for Schools and Communities. The applicant is advised to consult with their regional FSSR Technical Assistant when completing the application. Applicants may also call the Center for Schools and Communities directly at (717) 763-1661 or Donna Bostick-Knox (717) 214-6765 to obtain additional technical assistance information. If collaborative partnerships are focusing on health issues and need additional health information, technical assistance is available through the Pennsylvania Department of Health’s District Offices website. *To obtain a complete listing of OCYF Regional Directors, Regional Technical Assistants and Health District Regional Executive Directors visit the FSSR website at www.center-school.org/fssr and click on FSSR Resources.*

V. APPLICATION GUIDELINES

Collaborative Partnership Responsibilities

OCYF has identified key expectations for collaborative partnerships receiving FSSR grant funds. These expectations support achieving community outcome goals by developing cross-systems mechanisms that link initiatives (i.e., ICSP, SOC, etc.), integrate services, evaluate progress and implement systems changes. These expectations are:

- **Build an Effective Cross-Systems Collaborative Partnership Infrastructure**
Improving child and family well-being over the long- term requires planned change within programs and systems. These changes require both effective program strategies/approaches and systems improvements. An operating collaborative partnership infrastructure must be in place at the local level to ensure success in effectively implementing cross-systems change efforts.

Cross-systems collaborative infrastructure is defined as a county/community collaborative partnership, comprised of diverse stakeholders (including parents and community leaders) and has a structure and process in place that regularly assesses community needs, reviews and uses data to identify and prioritize child, family and community outcomes, designs strategies that align resources and implements proven research-based practices and transfers information to guide and influence changes in policy and practice.

Cross-systems collaborative partnerships must use their FSSR funding to build a continuous learning environment that will:

- Create a “local vision” (community agenda for children) among public service systems (i.e., Children and Youth, Mental Health, Mental Retardation, Drug and Alcohol, Juvenile Justice, School Districts, etc.) that integrates services and resources around local child and family priority outcomes;
 - Emphasize the setting and tracking of desired outcomes and performance measures in-line with the Outcomes Framework;
 - Build meaningful parent/consumer involvement;
 - Conduct on-going community assessments; develop comprehensive collaborative strategic plans that align and integrate programs and services, foster policy and practice changes (system change improvements); and
 - Evaluate and modify programs and services to families on an on-going basis.
- **Develop a Continuous Outcome-Based Planning and Improvement Process**
The current categorical array of public services are often inflexible and uncoordinated to provide vulnerable children and families with the supports and tools they need to succeed. As systems become more responsive, new accountability systems need to be developed. Outcomes play a predominant role in the design and management of a more flexible, integrated service system. Counties must design system strategies and structures that take a comprehensive approach to serving children, birth to 21 years of age and their families. Programs must focus on long-term prevention, early intervention and services that support family stability, child safety, healthy child development and educational readiness and success. No one agency, department or intervention alone can guarantee success over the range of desired outcomes for children and families. Support is needed from many service systems and community resources. Program specific responsibility for achieving separate, specific objectives must give way to collective responsibility for integrating services and achieving broader improvements in child and family well-being.

As programs and systems work to integrate services and share accountability for child and family improvement, common tools and resources are needed. Two outcome-focused tools (Outcomes Framework and the Collaborative Assessment Tool [CAT]) have been developed, providing common outcomes terminology among service partners and designing mechanisms to track child, family and community improvements over time. These tools provide collaborative partnerships with a conceptual framework that emphasizes the need to examine outcomes within the context of goals, strategies and resources, while holding programs and systems accountable at three levels – the program level, the community level, and the systems level. Collaborative partnerships should refer to the Outcomes Framework and their latest CAT assessment results when preparing their applications. *To obtain additional information about cross-systems infrastructure and the Outcomes Framework and CAT visit the FSSR website at www.center-school.org/fssr and click on FSSR Resources “Outcomes Framework and Collaborative Infrastructure: Collaborative Development”.*

▪ **Develop On-going Mechanisms to Strength Parent/Citizen Engagement**

Parents are the essential caregivers of children and therefore key to improving child and family outcomes. Under the belief that families, communities, and government must be equal partners to ensure children’s safety and well-being, families need to be regularly involved in making decisions about protecting and ensuring safety for their children and in shaping their children’s and their own future. For real systems change to take place, there must be equal partnerships of shared leadership and a commitment to have strong and meaningful parent/citizen voices in the development of services.

Collaborative partnerships have been asked to make significant investments in strengthening the role and responsibilities of parents/citizens that result in a stronger decision-making voice within neighborhoods, community-based organizations and initiatives, and local collaborative partnerships. Efforts to increase the roles and responsibilities of family/community members in cross-systems collaborative work must continue. This year’s infrastructure application enables collaborative partnerships to design and fund resources and strategies that will increase parent/citizen involvement.

To learn more about the tools and resources that support parent/citizen involvement visit the FSSR website at www.center-school.org/fssr and click on FSSR Resources “Collaborative Infrastructure: Parent Leadership - Family Involvement”.

▪ **Bi-Annual Completion of Collaborative Assessment Tool (CAT)**

Collaborative partnerships should have a strategy for the on-going development and growth of their collaborative infrastructure. The Collaborative Assessment Tool (CAT) is helpful in setting system change goals and determining infrastructure development activity. This tool enables collaborative partners to evaluate the progress made and strategically plan next steps to achieve their goals. **Bi-annual (once every two years) completion of the CAT by the collaborative partners is required of all grantees receiving FSSR grant funds.** Community collaborative partnerships are encouraged to work with their regional technical assistant available through the Center for Schools and Communities to complete the CAT process on an on-going basis. *To learn more about the CAT tool and process visit the FSSR website*

at www.center-school.org/fssr and click on FSSR Resources “Outcomes Framework: Collaborative Assessment Tool (CAT)”.

▪ **Submission of Collaborative Semi-Annual Reporting Form**

A semi-annual reporting process has been put into place for collaborative partnership members to assess their progress. OCYF has developed a semi-annual reporting form that documents child and family, community and systems improvement. **Submission of the semi-annual report information is required of all grantees.** The semi-annual reporting form is available on-line through the Center for Schools and Communities web site on the FSSR Page at www.center-school.org/fssr.

▪ **Submission of Plan Revision Requests (If applicable)**

A request to revise the plan must be submitted at any time to OCYF. The plan revision request is a narrative which details changes to the original plan. The plan revision request will be reviewed by OCYF staff to ensure that the proposed changes are consistent with the goals of the initiative and the objectives and strategies presented in the initial application. OCYF has final approval on all plan revisions submitted. **Revisions must be approved prior to any change being implemented.**

When a plan revision request has an effect on the budget, a budget revision request must also accompany the plan (*See Fiscal Requirements – Budget Revision Information*). The following budget related information must accompany the revised plan:

- A letter signed by the fiscal agent for the grant which summarizes the changes and reasons the changes are being requested; and
- A FSSR Budget Revision Request Form (*See Budget Instructions – Cross-Systems Collaborative Infrastructure (Family Service System Reform Budget Revision Request Form)*).

Fiscal Requirements

The county/grantee, as an indirect recipient of federal grant funds, must comply with requirements set forth by the federal government for program and fiscal reporting. Counties will receive timely written notification of substantive changes in the federal reporting requirements by DPW. **Applicants cannot use federal funds as cash to match the awarded grant funds.**

▪ **Payment Provisions**

During this grant period (7/1/05 – 6/30/06), OCYF will make payments according to the following percentages:

First Quarter - 25% of grant award

Second Quarter - 25% of grant award

Third Quarter - 25% of grant award

Fourth Quarter - 12.5% of grant award paid within quarter and 12.5% of grant award paid upon receipt of final quarterly expenditure report.

Each expenditure report submitted by the grantee must indicate the grant number, its federal I.D. number, the period covered by the expenditure report, the name of the person preparing the report and the date submitted. An additional signature is required from the County contact or the FSSR Coordinator.

The Department shall have the right to disapprove any expenditure made by the Grantee which is not in accordance with the terms of this Grant Agreement and adjust payment to the Grantee accordingly

Submission: The expenditure report and expenditure narrative are due 45 days after the close of each quarter. Third quarter advance payments will not be released by DPW until receipt of the first quarter expenditure report, and fourth quarter advance payments will not be released until receipt of the second quarter expenditure report.

The expenditure narrative must include a description of the expenditures in the minor object codes and should be completed by both fiscal and program staff. (Examples: 132-Purchased Personnel Expenses, 350-Transportation, 412-Service and Office Equipment, etc.)

▪ **Budget Revision Request Information**

Budget revision requests may be submitted at any time prior to May 1, 2006. Grantees are required to submit a budget revision request if changes exceed 10% in any budgetary category. The budgetary categories are personnel, operating, and purchased assets. **The revised budget and related narrative justifying the requested revisions must be submitted and approved prior to implementing the requested changes.** Commonwealth staff will review the revised budget information to ensure that the proposed changes are consistent with the application expectations. Written notification will occur on all submitted revisions.

▪ **Final Expenditure Report**

A final expenditure report for FY 2005-06 must be submitted on or before **August 15, 2006.**

▪ **Assets**

An asset is any individual item with a purchase cost of \$500 or more and has a useful life of more than one year. **Grantees must provide written information on the purchase of any asset and receive approval from DPW PRIOR to making the purchase.** The written request must include:

- Description of each item and the number of items to be purchased;
- Cost of each item;
- Each item's purpose in relationship to grant goals and activities;
- Description of who will use the item; and
- Budget revision request or indication that the original budget included this purchase.

- **Interest**

All funds must be placed in an interest-bearing account. Interest earned must be applied to program costs. Interest earned that is not applied to program costs must be returned with the final expenditure report to DPW.

- **Audit**

The fiscal agent shall maintain a record of grant expenditures until audited by the Auditor General or for five years, whichever is later, unless the fiscal agent is requested to retain the records for a longer period. A county must include these grant expenditures as part of the county's single audit. These grant expenditures must be addressed in the audit as a related but distinct part of the county's children and youth program.

VI. APPLICATION INSTRUCTIONS

Please read the following information before completing the FY 2005-06 Grant Application.

Application Tips

- Engage all collaborative partners in completing the application.
- Build upon the information submitted in your *2003-05 FSSR Grant Application*.
- Have the *Grant Application* available as you read through the application instructions.
- Read through ALL instructions before developing the application.
- Complete the *Outcomes* and *Collaborative Infrastructure Charts* BEFORE writing the Executive Summary. An example is provided for all application charts.
- Use your most recent *Collaborative Assessment Tool (CAT)* results when completing the *Systems Change Chart* and your *Infrastructure Development Plan*.
- Applications should have an integrated approach toward achieving outcome goals, linking initiatives and services, assessing, monitoring and evaluating results, and implementing systemic policy, practice and funding changes.
- Use only current (2005-06) budget forms when submitting budget information. Do not alter any budget forms.
- Work with your technical assistant to ensure that the application is comprehensive and contains all necessary information.

Format

The FY 2005-06 grant application is divided into eight sections:

- Cover and Signature Page
- Executive Summary
- Funding/Resource Allocation (Budget Narrative & Worksheet)
- Community and Program Level Outcomes Charts
- Systems Change Enhancement Charts
- Collaborative Infrastructure – Next Steps Charts
- Evaluation
- Budget Forms (*Use only 2005-06 forms*)

All applications must be on 8½ x 11” paper, one sided with no smaller than 12 point font used in the narrative sections. Do not use folders or presentation binders. Forms can be replicated, but the format must remain the same.

Mailing

OCYF must receive one original application and six copies no later than **4:00 p.m. on Tuesday, April 26, 2005**. No fax or email copies will be accepted by the department. Applications must be submitted as follows:

Regular Mail	Overnight Express
Ms. Donna Bostick-Knox Program Development Section Office of Children, Youth and Families P.O. Box 2675 Bertolino Building Harrisburg, PA 17105-2675	Ms. Donna Bostick-Knox Program Development Section Office of Children, Youth and Families Bertolino Building, 4 th Floor 1401 North 7 th Street Harrisburg, PA 17105

Cover and Signature Page (Page 1)

Complete all requested cover page information. Acquire all necessary signatures from key individuals listed on the signature page.

Executive Summary (Pages 2-8)

Applicants are strongly encouraged to complete all of the application charts (Pages 9-15) before writing the Executive Summary. A working example is developed for all application charts (See pages 19-25 of the Renewal Grant Application Information and Instructions). Use no smaller than 12 point font for the summary text.

The Executive Summary is a concise overview of your county/community, your collaborative partners and your plan of operation/action to build knowledge/capacity among collaborative partners. The summary, along with the application charts, should provide a comprehensive picture of the infrastructure activity that is underway. It should be easy to understand and thought of as a working plan to guide cross-systems efforts and activities. The Executive Summary totals 7 pages.

Executive Summary - Conditions, Outcomes and Implementation (Pages 2-3)

Complete the following:

Vision Statement (Executive Summary - Page 2)

State the vision/mission statement for children and families which has been crafted and embraced by its members.

Developing a shared vision/mission is a key step for collaborative partnerships. If no vision/mission statement exists, one needs to be crafted and should describe the ideal for children, families and the community; it is the dream of how things should be. The community should help to develop the vision and support it. The vision statement should be written in such a manner that it provides a basis for measuring progress in achieving the vision itself. It should provide direction for all planning efforts and help collaborative partners focus their energy and serve as a guide to action.

Current Needs and Conditions (Executive Summary - Page 2)

Address the following in the summary:

- Briefly describe your community assessment process under which the collaborative partnership is functioning: year completed; methods used; individuals/groups involved in providing information, etc.
- Describe how the collaborative partnership is addressing the results of the assessment process (current needs/conditions in the county/designated areas being served).

Outcome Goals and Strategies (Executive Summary - Page 3)

Using the information placed in the Community- and Program-Level Outcomes Chart(s) address the following in the summary:

- Describe how the listed programs and services connect with broader identified community approaches/linkages/strategies; how will these efforts impact the community-level outcome goals.
- Describe the rationale for making any outcome revisions or additions (if applicable).

- Describe how program and community level outcome data is being tracked and used in the outcome-based, decision-making process of the collaborative.

Executive Summary - Systems Change Accomplishments (Page 4)

Using the Outcomes Framework's seven Systems Change Areas provide a bulleted list of collaborative systems change accomplishments achieved during the past 15 months (January 2004 - March 2005). All areas do not need to be used. Explain how these accomplishments are reorganizing delivery systems, integrating services to children and families and promoting long-term, community-wide improvement.

Using the information placed in your Systems Change Chart (Page 11), describe on page 4 of your application the effect these efforts have on achieving identified community outcomes. Describe any new efforts being undertaken.

Executive Summary - Collaborative Infrastructure Assessment and Next Steps (Pages 5-7)

Using the information placed in your Infrastructure Development Plan Chart (Pages 12-15) address the following:

Cross-Systems Service Planning and Evaluation (Executive Summary - Page 5 and Infrastructure Development Plan - Page 12)

- Briefly explain what the collaborative partnership has accomplished related to cross-systems service planning over the past 18 months to impact the identified outcomes and priorities.
- Describe how the collaborative partnership is integrating system initiatives and service programming through their collaborative planning efforts.
- Describe how parents and community residents were involved as participants with the collaborative partnership in designing, implementing or evaluating service planning and service delivery.
- Describe any broad-based/cross-systems funding or assets that were used to implement service planning and evaluation strategies and if obstacles/barriers were encountered that delayed the effort.
- Based on the strategies identified in the *Chart – Cross-Systems Planning and Evaluation*, describe how your cross-systems planning structure/strategies will enhance a continuous learning environment and continue to impact identified community and program outcomes and priorities. *See Evaluation Section for additional requested evaluation information*

Collaborative Development Building and Training (Executive Summary - Page 5 and Infrastructure Development Plan –Page 13)

- Describe the capacity building accomplishments achieved over the past 18 months for collaborative partnership members (i.e., training and professional development opportunities, board seminars, leadership activities, etc.). Describe the number of

members involved and how this advanced your overall infrastructure development. Indicate any necessary mid-course corrections.

- Describe how your key strategies identified in the *Chart – Collaborative Development and Training* will enhance knowledge/capacity within the full collaborative partnership over the next year, while linking to and supporting the development of a cross-systems continuous learning environment. Indicate the resources and methodologies to be used.

Family/Community Engagement and Partnerships (Executive Summary - Page 6 and Infrastructure Development Plan – Page 14)

- Describe the current status of family/community engagement and partnership involvement. Indicate any successes/failures with your efforts and any changes/modifications the collaborative plans to implement.
- Describe how your strategies outlined in the *Chart – Family and Community Engagement* (Page 14) will reach out over the next year to obtain various community perspectives and involvement in developing, implementing and evaluating services. Indicate ways in which the community will be continually informed about progress and in helping overcome challenges/barriers.
- Briefly explain the rationale for any new partnerships identified in FY 2005-06 (*Chart –* Pg 15) and how this will enhance your infrastructure capacity.

Funding and Resource Allocation (Budget Narrative - Page 7 of Executive Summary and Budget Worksheet - Page 8 of Executive Summary)

Briefly describe (one page) how the collaborative partnership intends to allocate/use grant funds to support their infrastructure enhancement plan. Complete the related budget worksheet.

- The narrative should include and justify all staffing being covered with grant dollars and linkage between grant funding and infrastructure activities/resources.
- Outline other partnership funds being used to support/build the broader infrastructure development efforts.
- Using the budget worksheet, show funding details for all infrastructure development activities/resources (i.e., training supports, parent/citizen supports, evaluation tools, staffing, etc.). The worksheet total needs to cross-walk to the dollar total found on the application’s Proposed FSSR Budget Form.

Community-and Program-Level Outcomes – Chart(s) (Page 9-10)

Using the Outcomes Framework, complete one or two Outcomes Chart(s) with community and program outcome information (Use Community Outcome #1 Chart - Page 9 and Outcome #2 Chart - Page 10).

This section provides an opportunity to lay out collaborative outcomes information (community and program) in a clear and concise manner. Collaborative partnerships are asked to submit ONLY ONE or TWO outcomes chart(s) based upon community priorities. OCYF understands that collaborative partnerships are involved in a broad range of activities that influence multiple outcomes. Limiting the number of community outcomes submitted through the application process will help collaborative partnerships refine and develop

elements of their infrastructure. Applicants should use their previously submitted outcomes information to complete/revise their Outcome Chart(s). Where the outcomes, goals and indicators are not aligned with the *Outcomes Framework*, cannot be measured, assessed and tracked, and do not address child and/or family improvement, modifications to those outcomes must be made.

Community-Level Outcome Chart

Using available county/community data, the collaborative partnership should assess their outcome goal progress and record the current status of each goal in the column marked *Outcome Goal Performance Status*. Applicants who need to revise any part of their outcome statements as a result of mid-course analysis, should make the necessary modifications and insert the word “Revised” in the *Outcome Goal Performance Status* column. There is no need to re-state the original outcomes statement. In the *Community Strategies* column list the community strategies the collaborative partnership has put into place to achieve the outcome goal. These strategies should link specific programs and services, along with informal supports and interventions.

Program-Level Outcome Chart

The programs and services that will be aligned to directly impact that community outcome goal should be listed. Each program should establish their own program goals and interim implementation measures to track progress and evaluate effectiveness toward meeting those goals. Note that revisions have been made to the Outcomes Chart to offer clarity in developing community- and program-level outcomes.

Systems Change Enhancements – Chart (Page 11)

Complete the Systems Change Chart connecting the systems change indicators and goals to previously identified community outcome goals.

To achieve community-level outcome goals, linking programs and changing how respective services are delivered to children and their families are necessary. But altering how programs and services are delivered to families is not significant enough to build long-lasting community wide improvement. Changes within system policies, practices and funding (systems change efforts) must also occur simultaneously, if there is to be broad community-wide improvement. Systems change processes and actions that are affected by the collaborative effort, reorganize, reshape and/or integrate established agencies, organizations and the community-at-large.

This section enables collaborative partnerships to revise or establish new systems change processes and actions. These efforts should be relevant to the outcome goals established to improve children and family well-being. Applicants should use the *Connecting to Community Outcomes* column to outline the linkages between their systems change indicator goals and the appropriate community level outcomes. Applicants, who revise any part of their systems change statements, should add the word “Revised” in the *System Change Area* column. Adding this word will indicate that changes have been made to at least one part of the system change statement. There is no need to re-state the original outcome statement. If a collaborative partnership has determined that any new systems change goals are needed,

those statements should be added to the chart and the word “New” should also be inserted into the *System Change Area* column.

Collaborative Infrastructure – Next Steps Charts (Page 12-15)

Complete all three sections of the Collaborative Infrastructure Development Plan.

Collaborative partnerships need to continually assess and develop their infrastructure capability. Having an infrastructure development work plan allows collaborative partners to strategically examine/address how they are organized and to increase their level of collaborative functioning to change conditions for children and families. The *Infrastructure Development Plan* enables collaborative partnerships to devise key strategies and action steps to build cross-systems infrastructure capacity in three areas that support a strong “continuous learning environment.”

Infrastructure Development Plan - Cross-Systems Planning and Evaluation (Page 12), Collaborative Development and Training (Page 13), and Family and Community Engagement (Page 14)

Insert the word “accomplished” in the *status column* if the collaborative partnership has successfully achieved its previous goals. Applicants, who modify any part of their infrastructure work plan goals, should insert the word “Revised” in the *status column*. There is no need to restate “revised” goals. If new goals have been added to the chart, insert the word “new” in the *status column*.

New Partnerships in 2005-06 (Page 15)

Complete the New Partnerships Chart.

Collaborative partnerships are encouraged to continually scan the county/community for new linkages or partnerships. If potential partnerships are being explored in FY 2005-06 outline recruitment activities, persons responsible and action steps to be taken. Be specific when listing any partners (i.e., Superintendent of XYZ School District, Community Foundation Director, XYZ neighborhood Block Parent, etc.). New partner engagement activities are the responsibility of all collaborative members and should be reflected in the chart.

Evaluation (Page 16)

Complete this section by answering the following questions.

- Does your county collaborative partnership have an evaluation planning committee or workgroup and if so, who comprised the committee and what are they charged to accomplish?
- What specific evaluation strategy(s) or measurement tools/vehicles will your collaborative partners put into place during FY 2005-06 to evaluate your community- and program-level outcomes?
- Does the aforementioned strategy(s) or tools/vehicles being proposed for FY 2005-06 reflect any change(s) in the evaluation of your current outcomes work? *For example have you changed evaluation tools, or are you planning to change any evaluation process in FY 2005-06?*

- In what ways has your collaborative partnership used FY 2003-05 evaluation findings to change or influence decisions about your FY 2005-06 plans? *For example did evaluation findings change how you plan to allocate funds, or how/which programs/services will be delivered to children and their families?*

Evaluations measure results in child and family well-being, the implementation of strategies that work, and progress toward collaborative development and systemic change. Using evaluation findings is essential to effective decision-making and accountability. Evaluation findings are strategically important to collaborative partnerships as they make informed policy, practice and management decisions.

Budget Forms (Page 17)

Complete the required budget forms using the following instructions. Only current FY 2005-06 forms should be used.

Cross-System Collaborative Infrastructure (Family Service System Reform) Proposed Budget Form (Page 17 – Required)

Applicants are required to complete a detailed budget, for the period of July 1, 2005 thru June 30, 2006. The minimum match investment must equal 25% of the allocated state grant amount awarded to the county for this 12 month period. The match can be made up of Cash (actual dollars being committed to the collaborative for the work identified) and/or Other Goods/Services (i.e., training materials, travel vouchers, child care, etc.) being allocated to cross-systems infrastructure development efforts. Identified Goods/Services can also include in-kind commitments (office and meeting space, copying, etc.). Applicants will need to specify a fair market value for all goods and services contributed and be able to justify their assigned value. No federal funds can be used to match the grant funds. State funds are permissible.

Frequently, county collaborative partnerships contract for FSSR services through a local provider and do not manage the funds on a day-to-day basis. Counties or their managing partner must submit proposed detailed budgets. Check the appropriate box on the Proposed Budget Form to indicate the day-to-day manager of these funds. The County, as Grantee, is still responsible for the appropriate use of grant funds and must submit on all required fiscal forms. *For additional budget related information see “Specific Budget Form Instructions”*

Local In-Kind Cash and Other Goods/Services Verification Letters (Page 18 –Required)

Verification letters are to be used to verifying all cash and goods/services being commitment for FY 2005-06. Complete one verification letter for each identified contributor. Signatures are required on all verification letters to be submitted with the application.

Application Chart Examples (Pages 19-25)

A working example has been developed to assist applicants in completing their Community- and Program-Level Outcomes Chart(s), Systems Change Enhancement Chart and their collaborative Infrastructure Development Plan.

This example is not intended to be all inclusive, but to provide the applicant with the type of information expected to be placed in the application charts.

Other Budget & Expenditure Forms and Instructions

Budget forms required for application submission are attached to the application. Other related fiscal forms and instructions can be found beginning on page 26.

When submitting other fiscal forms, county grantees should submit them to both:

Ms. Diane Bressler
Division of Program Compliance and
Fiscal Management
Office of Children, Youth and Families
P.O. Box 2675
Health and Welfare Building - Annex
Harrisburg, PA 17105-2675

& Ms. Donna Bostick-Knox
Program Development Section
Office of Children, Youth and Families
P.O. Box 2675
Bertolino Building, 4th Floor
Harrisburg, PA 17105-2675

COMMUNITY AND PROGRAM LEVEL OUTCOMES - Example

Community-Level Outcome Chart – Community Outcome

Community Outcome Area	Indicators	Population Involved	County/Community Baseline Data and Date	Outcome Goal	Outcome Goal – Performance Status	Community Strategies with Identified Program/Services
Healthy Child Development	Up to date immunizations at the age of two	All county children aged birth-2	80% of all county children birth-2 are fully immunized as of 12/31/03 <i>(Using DOH Bureau of Health Statistics)</i>	90% of all county children birth-2 will be fully immunized by 6/30/06	As of 12/30/04, 86% of all county children birth-2 are fully immunized.	<ul style="list-style-type: none"> • Through professional development opportunities, engage all early care and education providers to focus on improving immunization rates • Improve parent education immunization programming using county's early care and education program providers • Establish additional and more accessible immunization clinics

Program–Level Outcome Chart *(Program Level outcomes listed on this chart must link to the community outcome listed above.)*

Program Outcome Area	Indicators	Program-Services	Population Involved	Program Baseline Data	Outcome Goal	Program/Service Interim Implementation Measures	Measurement Tools/Vehicles
Healthy Child Development	Up to date immunizations at the age of two	<input type="checkbox"/> Family Center's PAT Program	Children birth-2 enrolled in PAT Program	85% (34 of 40) of all birth-2 children in PAT were fully immunized (on-time) as of 12/31/03	95% of all birth-2 children in PAT will be fully immunized (on-time) as of 6/30/06.	<ul style="list-style-type: none"> • 12/04– 1 Parent education video developed; • 9/30/05 – 3 parent education programs conducted with a minimum of 10 parents attending each session • 9/30/05 – Family Center hosts immunization clinic for a minimum of 10 children birth-2 • Beginning 9/30/05 - Family Center provides collaborative partnership with interim immunization reports • 4/01/06 – Family Center hosts immunization clinic for a minimum of 12 children birth-2 	<ul style="list-style-type: none"> • Completed video • Attendance records/ Pre and post- test • Attendance records • Immunization Records • Parent Surveys • Completed report presented and made available • Attendance records • Immunization Records • Parent Surveys
		<input type="checkbox"/> Early Head Start (EHS)	Children birth-2 enrolled in Early Head Start site(s)	82% (74 of 90) of all birth-2 children in Early Head Start were fully immunized (on-time) as of 12/31/03.	90% of all birth-2 children will be fully immunized (on-time) as of 6/30/06.	<ul style="list-style-type: none"> • 2005 - Quarterly review health immunization records • 2005 - Parent council hosts 3 informational awareness programs on immunizations for minimum of 25 parents (PAT immunization video used) • Beginning 9/30/05 – EHS provides collaborative with interim immunization report • 11/16/05 – EHS site hosts immunization clinic for minimum of 25 children birth-2 • 6/22/06 – EHS site hosts immunization clinic for a minimum of 25 children birth-2 	<ul style="list-style-type: none"> • Quarterly immunization status report • Attendance records/pre- and post-test • Completed report presented and made available • Attendance records • Parent Surveys • Attendance records • Parent Surveys

SYSTEMS CHANGE ENHANCEMENTS - Example

Systems Change Chart

System Change Area	Indicators	Indicator Goal	Connecting to Community Outcomes
Professional Development and Training <i>(All Systems Change Areas selected from Outcomes framework)</i>	<ul style="list-style-type: none"> County has a cross-systems immunization training program for all human service staff serving children birth-2. Staff report confidence on issues of immunization 	Early care and education (ECE) and social service provider staff receive information/training on the importance of immunizations, clinic locations, schedules and procedures on a quarterly basis beginning 9/15/05.	By informing staff of the health/safety benefits of immunizations for children birth-2 and providing immunization clinic information, a greater percentage of the county's children will be immunized on time.
Results-Based Accountability, Outcomes and Evaluation	All birth-2 ECE programs uniformly collect and report immunization information on a semi-annual basis.	<ul style="list-style-type: none"> A system is developed to track, monitor and evaluate the immunization project by 12/30/05. All ECE partner programs will be trained on the collection process by 3/31/06. The system will be fully implemented by 6/30/06. Program-level reports will be published by 6/30/06 	<ul style="list-style-type: none"> Interim program-level reports will assess program progress and promote necessary mid-course corrections. Regular review of accurate multi-site program data will assist the collaborative to determine progress/gaps in the county's immunization effort, direct future planning efforts and target funding to successful strategies/programs.
Systems Change and Policy Reform	<ul style="list-style-type: none"> All county ECE provider contracts serving children birth-2 contain requirements for screening children for immunizations. Accessible immunization clinics are in place for working families 	<ul style="list-style-type: none"> ECE Contract clauses require immunization referral screening process of children birth-2 to be incorporated in county 06/07 contracts. Two immunization clinics held in the county each quarter will provide evening service hours by 9/30/05. 	<ul style="list-style-type: none"> Children who are not fully immunized will be screened by community service providers (receiving county funding) as part of normal course of service delivery, strengthening the county's immunization effort. Improved access to immunization clinics for working families will assist the county to achieve its immunization goals.

COLLABORATIVE INFRASTRUCTURE – NEXT STEPS - Example

Infrastructure Development Plan

Cross-Systems Planning and Evaluation					
Indicators	Goals	Key Strategies	Person(s) Responsible	Key Actions and Target Date	Status as of Spring 2005
Collaborative routinely uses data in planning and decision-making.	Immunization data is reviewed quarterly by the collaborative to evaluate the success of the immunization effort and plan future endeavors.	<ul style="list-style-type: none"> • Immunization reports are provided by participating programs on a quarterly basis. • Tabulate and summarize reports of immunization services being provided. Incorporate evaluations into the collaborative board planning process. 	Ad-hoc Immunization Committee.	<ul style="list-style-type: none"> • 7/1/05 - Immunization progress reports added to regular board agenda. • 8/1/05 – Data Collection Plan shared with the Collaborative Partnership • 9/1/05 Data Collection begins • 3/31/06 - Partnership reviews the data collected in the project by 6/30/06 and develop next steps. 	<ul style="list-style-type: none"> • Planning near completion.
Increased community awareness and support for on-time immunizations	Information on the importance of birth- 2 child immunizations reach the public	Engage local print/TV/radio media representatives in the development of strategies for informing the public regarding the county's immunization efforts.	Public Relations Sub-Committee	<ul style="list-style-type: none"> • Prepare news articles for the media on a quarterly basis • 9/1/05 – Establish contacts with several media representatives and share information regarding the plan. • 10/1/05 - With media representatives develop strategies for increasing public awareness regarding the immunization effort, e.g. public service announcements. 	<ul style="list-style-type: none"> • Planning and development - ongoing.

COLLABORATIVE INFRASTRUCTURE – NEXT STEPS - Example

Infrastructure Development Plan *(Continued)*

Collaborative Development and Training					
Indicators	Goals	Key Strategies	Person(s) Responsible	Key Actions and Target Date	Status as of Spring 2005
Active Cross-Systems staff support for county immunization effort.	<ul style="list-style-type: none"> • Cross system funding/resources for immunization activities are identified and allocated • County immunization data is used to guide service/funding decisions <i>(See Cross-Systems Planning and Evaluation)</i> 	<ul style="list-style-type: none"> • Reallocate funds (\$5000) and/or staff resources for immunization activities. Several agencies will contribute, including the Health Department, the Family Center, County Children and Youth, and Early Head Start. • Obtain a match of 50% (\$2500) from a local foundation focused on the needs of young children and their families. 	<ul style="list-style-type: none"> • Ad-hoc Immunization Committee. • Collaborative funders 	<ul style="list-style-type: none"> • 3/1/05 – Each of the participating agencies is represented on the Immunization Committee. • 5/1/05 – Committee develops implementation plan, linking available resources. • 6/1/05 – Implementation plan submitted for board approval. • Committee representative contacts local foundation focused on Early Care and Education. 	Committee convened and developing implementation plan.
Collaborative uses cross-systems funding protocols	Collaborative partnership establishes protocols for pooling of public funds to satisfy state audit requirements.	<ul style="list-style-type: none"> • Arrange meeting with state auditors and county fiscal staff to discuss pooling resources in the county's immunization effort • Establish finance subcommittee to draft protocols. • Provide training to collaborative on funding protocols 	Finance Subcommittee	<ul style="list-style-type: none"> • 4/1/05 – Finance subcommittee established. • 6/1/05 – Meeting held with state auditor. • 7/1/05 – Finance committee meets to begin drafting protocols. • 10/01/05 – Protocols completed for board review. • 12/31/05 – Partnership approves protocol. 	Finance committee established, meeting scheduled with state auditor.
Logic models integrated into service planning/implementation	Utilizing cross-systems training, all collaborative members are trained in logic model use by 7-1-06	Over the next 12 months, all board members attend the Cross-Systems Logic Model training; Beginning with members of the Immunization Subcommittee.	<ul style="list-style-type: none"> • FSSR Coordinator • Steering Committee 	<ul style="list-style-type: none"> • 4/20/05 – 50% of Partnership attends Logic Model training in Harrisburg. • 6/30/05 Remaining 50% of Partnership attends training in Harrisburg 	Registrations submitted for April training in Harrisburg.

COLLABORATIVE INFRASTRUCTURE – NEXT STEPS - Example

Infrastructure Development Plan (*Continued*)

Family and Community Engagement					
Indicators	Goals	Key Strategies	Person(s) Responsible	Key Actions and Target Date	Status as of Spring 2005
Community residents actively support and participate in the work of the collaborative partnership	Collaborative partnership has a plan to assure ongoing dialogue/involvement with community organizations and residents (<i>Beginning with immunization plan</i>)	<ul style="list-style-type: none"> ▪ Responsibility for the development of the Family/Community Engagement plan is assumed by the Immunization Committee. ▪ Use existing member relationships identify and engage other parent groups (PTOs, Churches, etc.) and community groups (Rotary, Elks, etc.) with the work of the collaborative; train board members to be the “voice of the collaborative” with these groups. ▪ Establish semi-annual meeting between members of the Collaborative Partnership, the Early Head Start Parent Council and the Family Center Governance Board. ▪ Convene community focus groups three times a year to obtain feedback regarding the immunization effort. 	Ad-hoc Immunization Committee.	<ul style="list-style-type: none"> • 7/1/05 - Complete engagement plan and present it to the board for approval. • 8/1/05- Identify other “community stakeholders” in the immunization project. • 9/30/05 – Contact each of the stakeholders to provide overview of the immunization project and enlist their participation • 10/15/05 – Convene first meeting of Collaborative, EHS Parent Council and Family Center Board. • 3/1/06 – Hold focus groups 	Planning On-going.
Collaborative partnership has strong resident/parent-lead decision-making	<ul style="list-style-type: none"> • Collaborative partnership has orientation protocols for new residents/parents • Parents assume meaningful positions/assigned key tasks with the collaborative • Parent career ladder strategies are developed 	<ul style="list-style-type: none"> • Establish a mentoring structure for new parent/resident members • Create family friendly collaborative orientation materials and makes parent/resident involvement a standing agenda item • Provide meeting stipends for parents • Members research career ladder strategies/review national materials on the subject • Establish parent sub-committee to assist with the recruitment and retention of parent members. 	Steering Committee	<ul style="list-style-type: none"> • 7/1/05 – Board approves proposal submitted by steering committee. • 9/1/05 – Committee completes contacts with parent groups. • 10/15/05 – Parent sub-committee convened. • 1/01/06 –Orientation materials developed • 3/30/06 Draft Career Ladder proposal developed 	On-going

COLLABORATIVE INFRASTRUCTURE – NEXT STEPS

New Partnerships in FY 2005-06

Potential Collaborative Partner	Key Recruitment Strategies	Person(s) Responsible	Key Actions and Target Dates
<p>County Child Care Providers Association</p> <p><i>ABC General Hospital</i></p>	<ul style="list-style-type: none"> • Arrange face-to-face meetings to provide overview of the immunization project. • Create informational packet outlining project – hand deliver at meeting • Continue dialogue to respective representative to explore strategies on other health issues • Obtain representation on collaborative and/or committee work 	<ul style="list-style-type: none"> • Collaborative Communication/Press Committee • Immunization Ad-Hoc Committee 	<ul style="list-style-type: none"> • 6/1/05 – Meet with representatives to solicit input and support for immunization project. • 6/01/05 – Request on-going representation and involvement
<p><i>Smokey Bear</i> Child Care Center</p>	<ul style="list-style-type: none"> • Arrange face-to-face meeting to provide overview of the immunization project • Create informational packet outlining project – hand deliver at meeting 	<ul style="list-style-type: none"> • Collaborative Communication/Press Committee • Immunization Ad-Hoc Committee 	<ul style="list-style-type: none"> • 6/1/05 – Meet with Director of child care center and solicit input and support for immunization project. • Explore ways in which Child Care Center can support the project/participate on the neighborhood level • Provide on –going project information to the Center
<p>Community Foundation specializing in Early Care and Education endeavors</p>	<ul style="list-style-type: none"> • Arrange face-to-face meetings to provide overview of the immunization project • Create informational packet outlining project – hand deliver at meetings • Obtain representation on collaborative and/or committee work 	<ul style="list-style-type: none"> • Collaborative Communication/Press Committee • Immunization Ad-Hoc Committee 	<ul style="list-style-type: none"> • 6/1/05 – Meet with Foundation representative; invite participation on Committee • 9/30/05 – Meet with Foundation Board to present project. • Create a project presentation to address the Community Foundation Board • Provide on –going project information to the Center

Instructions for Completing the Cross Systems Collaborative Infrastructure (Family Service System Reform) Proposed Budget Form

County: Enter your county
SAP#: SAP# will be provided by OCYF
Federal ID # Enter the federal ID number for your county
Fund Management Check the appropriate box indicating the entity responsible for managing these funds
Fiscal Year: Enter the fiscal year for expenditure reporting period

- Line 110:** The cost for all wages and salaries of county staff involved in the program.
- Line 120:** The cost of employee benefits includes social security, retirement, health and life insurance, workmen's and unemployment compensation, and taxes.
- Line 131:** The cost of in-service and out-service training to improve county agency staff performance.
- Line 132:** The cost of personnel services purchased by the county agency for temporary help hired when regular staff is ill, on leave, or unavailable for some other reason.
- Line 210:** The cost of adoption assistance and other direct cash payments made to clients.
- Line 310:** Occupancy costs include rent, utilities, insurance, housekeeping, and maintenance.
- Line 320:** Communication costs include telephone, postage, printing, duplicating, and advertising.
- Line 330:** Administrative supplies include office supplies, minor office equipment and office equipment rental, and maintenance.
- Line 340:** Service supplies are supplies provided to or used in providing services to clients including clothing, food, allowances, medical supplies, equipment and the cost of recreational, education, and personal care expenditures for clients.
- Line 350:** Transportation includes staff travel, client transportation, vehicle rental and operation.
- Line 360:** The cost of services provided to clients by individuals or agencies that are under contract to provide services for the county children and youth agency.
- Line 370:** The cost of contracted staff to operate or improve the administration and delivery of services.
- Line 380:** Costs related to the adjudication and disposition of dependent children under the Juvenile Act.
- Line 390:** The cost of advisory board expenses, membership fees, agency library expenses, surety and fidelity bonds, staff recruitment expenses, interest expenses, auditing expense and moving expenses.
- Line 399:** Indirect administrative costs are the proportional share of county administrative overhead costs, such as the cost of the county comptroller's office or county personnel office that can be charged to the program.
- Line 411:** The cost of purchase and/or construction of buildings or land including amortization payments.
- Line 412:** The cost of service or office equipment purchased by the county for use in the program.
- Line 413:** The cost of motor vehicles purchased by the county for use in the program.
- Line 414:** The cost of data processing equipment, peripheral equipment and software. Annual fees for the use of software should be charged to object 330.
- Line 420:** The cost of repair or improvement of fixed assets used in the program.
- Line 430:** The cost (principle and interest) of loans obtained for the purchase of assets.
- TOTAL:** Show the total of all funds expended during the fiscal year period.

Cross Systems Collaborative Infrastructure (Family Service System Reform) EXPENDITURE REPORT

COUNTY:	REPORTING PERIOD:
SAP#:	DATE PREPARED:
FEDERAL ID#:	PREPARED BY:
FISCAL YEAR: <input type="checkbox"/> 2005-2006	PHONE #:
	E-MAIL:

	FSSR GRANT FUNDS			IN-KIND CASH AND/OR OTHER GOODS/SERVICE		
	Budget Amount	Expenditures This Period	Total Expenditures Year to Date	Budget Amount	Expenditures This Period	Total Expenditures Year to Date
PERSONNEL						
110-Wages and Salaries						
120-Employee Benefits						
131-Staff Development						
132-Purchased Personnel Expenses						
210-Subsidies						
OPERATING						
310-Occupancy						
320-Communications						
330-Administrative Supplies						
340-Service Supplies						
350-Transportation						
360-Purchased Client Services						
370-Consultant Services						
380-Court Related Costs						
390-Other Operating Costs						
399-Indirect Administrative Costs						
PURCHASED ASSETS						
412-Service and Office Equipment						
413-Motor Vehicles						
414-Data Processing Equipment						
420-Repair/Improvement of Assets						
TOTAL						

Grantee Fiscal Signature

Title

Date

County Contact or FSSR Coordinator Signature

Title

Date

Instructions for Completing the Cross Systems Collaborative Infrastructure (Family Service System Reform) FSSR Expenditure Report

County: Enter your county
SAP #: SAP# will be provided by OCYF
Federal ID #: Enter the federal ID number for your county
Fiscal Year: Enter the fiscal year for expenditure reporting period
Reporting Period: Enter period expenditures were incurred. (Ex.: Nov 2002, 2nd Quarter, 7/1/02-9/30/02)
Date Prepared: Entered the date the report was prepared
Prepared By: Enter the name of the person preparing report
Phone #: Phone number of person preparing report
E-mail Address: E-mail address of the person completing report
Budget Amount Column: Amounts must match your **approved** budget or most recently **approved** revised budget
Expenditures This Period Column: Enter the actual amounts expended for the reporting period on the appropriate

Total Expenditures: This column must show the running total for each line item from the beginning of the fiscal year.

Year to Date: A 10 percent deviation from any line budget amount is allowable as long as the total amount of all line items do not exceed the total of the budget amount. If the line item "year to date" exceeds 10 percent, a revised budget must be submitted for approval.

Line 110: The cost for all wages and salaries of county staff involved in the program.

Line 120: The cost of employee benefits including social security, retirement, health & life insurance, workmen's and unemployment compensation, and taxes.

Line 131: The cost of in-service training to improve county agency staff performance.

Line 132: The cost of personnel services purchased by the county agency for temporary help hired when regular staff is ill, on leave, or unavailable for some other reason.

Line 210: The cost of adoption assistance and other direct cash payments made to clients

Line 310: Occupancy costs include rent, utilities, insurance, housekeeping, and maintenance.

Line 320: Communication costs include telephone, printing, duplicating, and advertising.

Line 330: Administrative supplies include office supplies, minor office equipment and rental, and maintenance.

Line 340: Supplies provided to or used in providing services to clients including clothing, food, allowances, medical supplies, equipment and the cost of recreational, educational, and personal care expenditures for clients.

Line 350: Transportation includes staff travel, client transportation, vehicle rental and operations.

Line 360: The cost of services provided to clients by individuals or agencies that are under contract to provide services.

Line 370: The cost of contracted staff to operate or improve the administration and delivery of services.

Line 380: Costs related to the adjudication and disposition of dependent children under the Juvenile Act.

Line 390: The cost of advisory board expenses, membership fees, agency library expenses, surety and fidelity bonds, staff expenses, interest expenses, auditing expense and moving expense.

Line 399: Indirect administrative costs are the proportional share of county administrative overhead costs, such as the cost of the county comptroller's office or county personnel office that can be charged to the program.

Line 412: The cost of service or office equipment purchased by the county for use in the program.

Line 413: The cost of motor vehicles purchased by the county for use in the program.

Line 414: The cost of data processing equipment, peripheral equipment & software. Annual fees for the use of software should be charged to line 330.

Line 420: The cost of repair or improvement of fixed assets used in the program.

TOTAL: Show the total of all funds expended during the fiscal year period.

NOTE: All expenditures must fit into these line items. **Do not** change descriptions or add line numbers. If you have questions as to how expenditures should be reported, call OCYF Compliance and Fiscal Management.

Cross Systems Collaborative Infrastructure (Family Service System Reform) BUDGET REVISION REQUEST

Fiscal Year: 2005-2006

County: _____

SAP #: _____

CATEGORY	CURRENT BUDGET	CHANGE	REVISED BUDGET
110 - Wages and Salaries			
120 - Employee Benefits			
131 - Staff Development			
132 - Purchased Personnel Expenses			
210 - Subsidies			
310 - Occupancy			
320 - Communications			
330 - Administrative Supplies			
340 - Service Supplies			
350 - Transportation			
360 - Purchased Client Services			
370 - Consultant Services			
380 - Court Related Costs			
390 - Other Operating Costs			
399 - Indirect Administrative Costs			
Purchased Assets			
411 - Buildings and Land			
412 - Service and Office Equipment			
413 - Motor Vehicles			
414 - Data Processing Equip.			
420 - Repair/Improvement of Assets			
430 - Amortization of Assets			
TOTAL			

Note: A program narrative must accompany all budget revision requests.

_____	_____	_____
Grantee Fiscal Signature	Title	Date
_____	_____	_____
County Contact or FSSR Coordinator Signature	Title	Date

Instructions for Completing the Cross Systems Collaborative Infrastructure (Family Service System Reform) Budget Revision Request Form

Written approval by DPW is required when expenditures in any budget category exceeds 10%. Budget categories are personnel, operating and purchased assets. Expenditures may not exceed the category totals in the approved budget.

1. A county representative must sign revision requests. A subcontractor cannot sign the Budget Revision Request Form.
2. The allocation column must include all line items listed in the original contract budget.
3. The totals of current budget and revised budget column totals must be equal.
4. The revision form may be duplicated if space is insufficient; however, the format must remain the same.
5. A plan narrative justifying the requested revisions must be attached to the Budget Revision Form.
6. Budget revision requests (Budget and Narrative) must be submitted by **May 1, 2006** to **both:**

Ms. Diane Bressler
Division of Program Compliance and
Fiscal Management
Office of Children, Youth and Families
P.O. Box 2675
Health and Welfare Building – Annex
Harrisburg, PA 17105-2675

& Ms. Donna Bostick-Knox
Program Development Section
Office of Children, Youth and Families
P.O. Box 2675
Bertolino Building, 4th Floor
Harrisburg, PA 17105-2675