



**Preschool Services Department
Administration**

Jacquelyn Greene
Director

March 4, 2024

RUTH MORRIS, GRANTS MANAGEMENT SPECIALIST

Division of Innovation & Improvement Assistance
Office of Grants Management, OA
Administration for Children and Families (ACF), DHHS
330 C Street, SW, Mary E. Switzer Building, 3221B
Washington D.C. 20201

Subject: Non-Competing Continuation Application for Award No. 90ZJ0037 (Year 5)

Ms. Morris,

San Bernardino County Preschool Services Department (PSD) is submitting a non-competing continuation application for the Fatherhood FIRE grant project (Grant No. 90ZJ0037). PSD has reviewed the application Kit Instructions for the continuation application and is providing the required information through the GrantSolutions system as follows:

1. Online Forms:
 - a. The SF-424A is entered online
 - b. The SF-424 is entered online and a signed copy uploaded in the system
2. Additional Information:
 - a. Cover Letter is uploaded in the system
 - b. SF-P/PSL Project/Performance Site Location is uploaded in the system
 - c. Budget narrative and line item budget are uploaded in the system
 - d. Project Narrative is uploaded in the system

Should you need further information about this application, kindly contact Jacquelyn Greene, Project Director, at (909) 383-2005 (email: jacquelyn.greene@psd.sbcounty.gov); or Madeline Tsang, Administrative Manager, at (909) 383-2044 (email: madeline.tsang@psd.sbcounty.gov).

Sincerely,

Signed by:

A handwritten signature in blue ink, appearing to read "J. Greene", written over a horizontal line.

Jacquelyn Greene
Project Director

Diana Alexander
Authorized Organizational Representative

BOARD OF SUPERVISORS

COL. PAUL COOK (RET.)
Vice Chairman, First District

JESSE ARMENDAREZ
Second District

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JOE BACA, JR.
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Luther Snoke
Chief Executive Officer

Application for Federal Assistance SF-424		
* 1. Type of Submission: <input type="checkbox"/> Preapplication <input checked="" type="checkbox"/> Application <input type="checkbox"/> Changed/Corrected Application	* 2. Type of Application: <input type="checkbox"/> New <input checked="" type="checkbox"/> Continuation <input type="checkbox"/> Revision	* If Revision, select appropriate letter(s): _____ * Other (Specify): _____
* 3. Date Received: 03/29/2024	4. Applicant Identifier: 902J0037	
5a. Federal Entity Identifier: 902J0037	5b. Federal Award Identifier: 902J0037	
State Use Only:		
6. Date Received by State: _____	7. State Application Identifier: _____	
8. APPLICANT INFORMATION:		
* a. Legal Name: San Bernardino County Board of Supervisors		
* b. Employer/Taxpayer Identification Number (EIN/TIN): 95-6002748	* c. UEI: QQ2WBL2LPC85	
d. Address:		
* Street1: 662 South Tippecanoe Avenue	Street2: _____	
* City: San Bernardino	County/Parish: _____	
* State: CA: California	Province: _____	
* Country: USA: UNITED STATES	* Zip / Postal Code: 92415-0515	
e. Organizational Unit:		
Department Name: Preschool Services	Division Name: N/A	
f. Name and contact information of person to be contacted on matters involving this application:		
Prefix: Ms.	* First Name: Jacquelyn	
Middle Name: _____	* Last Name: Greene	
Suffix: _____	Title: Director	
Organizational Affiliation: San Bernardino County		
* Telephone Number: (909) 383-2005	Fax Number: (909) 383-2080	
* Email: Jacquelyn.Greene@psd.sbcounty.gov		

Application for Federal Assistance SF-424

*** 9. Type of Applicant 1: Select Applicant Type:**

B: County Government

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

*** 10. Name of Federal Agency:**

Administration for Children and Families

11. Catalog of Federal Domestic Assistance Number:

93-086

CFDA Title:

Section 403 (a) (2) of the Social Security Act [42 U.S.C. § 603(a)(2)]

*** 12. Funding Opportunity Number:**

HHS-2020-ACF-OFA-ZJ-1846

* Title:

Fatherhood-Family-Focused, Interconnected, Resilient, and Essential Program

13. Competition Identification Number:

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

SF-424 Attachment #14.docx

Add Attachment

Delete Attachment

View Attachment

*** 15. Descriptive Title of Applicant's Project:**

Preschool Services Department Comprehensive Fatherhood Program

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424

16. Congressional Districts Of:

* a. Applicant

* b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

SF-424 Attachment #16.docx

17. Proposed Project:

* a. Start Date:

* b. End Date:

18. Estimated Funding (\$):

* a. Federal	<input type="text" value="993,019.00"/>
* b. Applicant	<input type="text"/>
* c. State	<input type="text"/>
* d. Local	<input type="text"/>
* e. Other	<input type="text"/>
* f. Program Income	<input type="text"/>
* g. TOTAL	<input type="text" value="993,019.00"/>

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- a. This application was made available to the State under the Executive Order 12372 Process for review on
- b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**

- Yes
- No

If "Yes", provide explanation and attach

21. *By signing this application, I certify (1) to the statements contained in the list of certifications and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 18, Section 1001)**

** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: * First Name:
Middle Name:
* Last Name:
Suffix:

* Title:

* Telephone Number: Fax Number:

* Email:

* Signature of Authorized Representative: * Date Signed:

BUDGET INFORMATION - Non-Construction Programs

OMB Number: 4040-0006
Expiration Date: 02/28/2025

SECTION A - BUDGET SUMMARY

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. Fatherhood Fire Program	93.086	\$	\$	\$ 993,019.00	\$	\$ 993,019.00
2.						
3.						
4.						
5. Totals		\$	\$	\$ 993,019.00	\$	\$ 993,019.00

SECTION B - BUDGET CATEGORIES

6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total (5)
	(1)	(2)	(3)	(4)	
a. Personnel	\$ 477,204	\$	\$	\$	\$ 477,204
b. Fringe Benefits	207,351				207,351
c. Travel	17,213				17,213
d. Equipment					
e. Supplies	3,300				3,300
f. Contractual					
g. Construction					
h. Other	287,951				287,951
i. Total Direct Charges (sum of 6a-6h)	993,019.00				\$ 993,019
j. Indirect Charges					\$
k. TOTALS (sum of 6i and 6j)	\$ 993,019.00	\$	\$	\$	\$ 993,019
7. Program Income	\$	\$	\$	\$	\$

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Standard Form 424A (Rev. 7-97)
Prescribed by OMB (Circular A -102) Page 1A

SECTION C - NON-FEDERAL RESOURCES					
(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e) TOTALS	
8.		\$	\$	\$	
9.					
10.					
11.					
12. TOTAL (sum of lines 8-11)		\$	\$	\$	
SECTION D - FORECASTED CASH NEEDS					
	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$ 993,019	\$ 248,255	\$ 248,255	\$ 248,255	\$ 248,254
14. Non-Federal	\$				
15. TOTAL (sum of lines 13 and 14)	\$ 993,019	\$ 248,255	\$ 248,255	\$ 248,255	\$ 248,255
SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT					
(a) Grant Program	FUTURE FUNDING PERIODS (YEARS)				
	(b) First	(c) Second	(d) Third	(e) Fourth	
16.	\$	\$	\$	\$	
17.					
18.					
19.					
20. TOTAL (sum of lines 16 - 19)	\$	\$	\$	\$	
SECTION F - OTHER BUDGET INFORMATION					
21. Direct Charges:			22. Indirect Charges:		
23. Remarks:					

ASSURANCES - NON-CONSTRUCTION PROGRAMS

Public reporting burden for this collection of information is estimated to average 15 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0040), Washington, DC 20503.



PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET. SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.

NOTE: Certain of these assurances may not be applicable to your project or program. If you have questions, please contact the awarding agency. Further, certain Federal awarding agencies may require applicants to certify to additional assurances. If such is the case, you will be notified.

As the duly authorized representative of the applicant, I certify that the applicant:

1. Has the legal authority to apply for Federal assistance and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project cost) to ensure proper planning, management and completion of the project described in this application.
2. Will give the awarding agency, the Comptroller General of the United States and, if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
3. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
4. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
5. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. §§4728-4763) relating to prescribed standards for merit systems for programs funded under one of the 19 statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 C.F.R. 900, Subpart F).
6. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. §§6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) §§523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. §§290 dd-3 and 290 ee-3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §§3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and, (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.
7. Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally-assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.
8. Will comply, as applicable, with provisions of the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.

9. Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. §§276a to 276a-7), the Copeland Act (40 U.S.C. §276c and 18 U.S.C. §874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. §§327-333), regarding labor standards for federally-assisted construction subagreements.
10. Will comply, if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.
11. Will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. §§1451 et seq.); (f) conformity of Federal actions to State (Clean Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. §§7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and, (h) protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).
12. Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. §§1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.
13. Will assist the awarding agency in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. §470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. §§469a-1 et seq.).
14. Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.
15. Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. §§2131 et seq.) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award of assistance.
16. Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§4801 et seq.) which prohibits the use of lead-based paint in construction or rehabilitation of residence structures.
17. Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."
18. Will comply with all applicable requirements of all other Federal laws, executive orders, regulations, and policies governing this program.
19. Will comply with the requirements of Section 106(g) of the Trafficking Victims Protection Act (TVPA) of 2000, as amended (22 U.S.C. 7104) which prohibits grant award recipients or a sub-recipient from (1) Engaging in severe forms of trafficking in persons during the period of time that the award is in effect (2) Procuring a commercial sex act during the period of time that the award is in effect or (3) Using forced labor in the performance of the award or subawards under the award.

SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL 	TITLE Assistant Executive Officer
APPLICANT ORGANIZATION San Bernardino County	DATE SUBMITTED 



Project Abstract

Project Title: Office of Family Assistance: Fatherhood-Family-focused, Interconnected, Resilient, and Essential (Fatherhood FIRE)

County of San Bernardino – Preschool Services Department			
Address:	662 S. Tippecanoe Ave San Bernardino, CA 92415	AOR:	Diana Alexander Email: diana.alexander@cao.sbcounty.gov
Website:	hs.sbcounty.gov/psd	POC:	Jacquelyn Greene, Executive Director Email: Jacquelyn.Greene@psd.sbcounty.gov
Phone:	909-383-2005	Fax:	909-383-2087

Proposed Grant Project: Through this funding opportunity, the County of San Bernardino’s Preschool Services Department is seeking \$993,019 for year 4 of this program to serve a total of 144 low-income fathers, over the age of 18, eligible to be enrolled in its Head Start/Early Head Start program with children under the age of 5 and residing within the county of San Bernardino. The size and scope of the County’s request meets the criteria as a Moderate Scope.

Needs to Be Addressed: The U.S. Census reports that San Bernardino County is made-up of 674,191 family households, of which 52% are married couples and 39% are single parent households. The vast majority of single parent households are led by single-parent mothers (24.3% compared to 15.6% led by single-parent fathers). Many of these families were raising children under the age of 6 and significant percentages of families (13.4%) were living in poverty. Compounding these needs is the fact that 18% of San Bernardino County residents 25 years of age or older have less than a high school diploma. These social and economic issues lead to significant challenges for low-income fathers to be engaged with and support their children. Research has shown that a critical role of fathers is to provide important financial and emotional support to their children; yet, low-income non- custodial fathers with low wages and low educational attainment, face many barriers from public and political systems.

Proposed Services: Through a comprehensive Fatherhood Program, PSD aims to increase child and family well-being through a series of evidenced-based practices that address healthy relationships, improve parenting skills, and increase economic stability. Services will be provided through targeted recruitment practices of Head Start fathers; risk and needs assessments; goal-setting with measurable activities and milestones; intensive case management services with at least eight individual contacts per year; supportive services through referrals to community partners; availability of a Successful Pathways Apprenticeship Program and certified high school education program; Family Development Credential Program; and participation in The Nurturing Fathers Program curriculum workshop, a 13-week program totaling 32 hours of education. This component focuses on parenting skills but also contributes to participants' personal development, potentially impacting their employability. These curriculum workshops will be provided through learning cohorts of between 8 and 15 fathers, which create peer mentoring and coaching opportunities for the fathers.

Population Group to be Served: PSD’s Fatherhood Fire program aims to serve fathers with children under the age of 5. Our primary focus is on community fathers, individuals who are eligible for Head Start services within the county and demonstrate a need for comprehensive fatherhood support. This includes fathers with children currently enrolled in PSD Head Start locations (41 across the county).



Proposed Program Changes

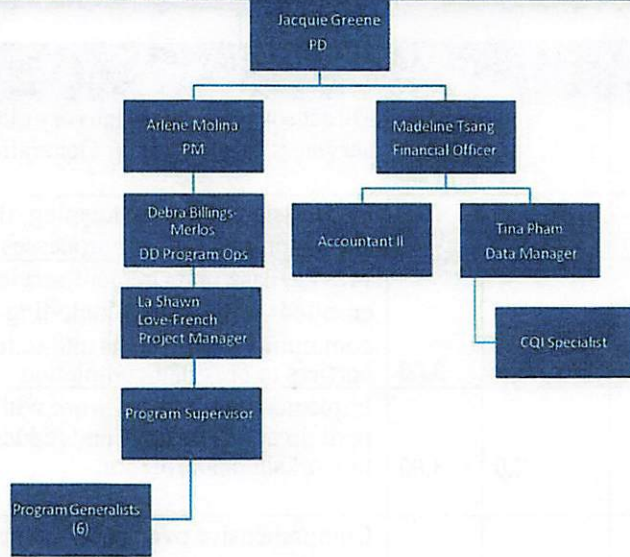
The PSD Fatherhood FIRE Program has experienced high turnover. Exit surveys indicate that low pay and limited opportunities for advancement contributed to this issue. To address this identified barrier to hiring and retention of staff, PSD has made two significant program changes. First, pay for all FIRE specific contract positions has been increased to align with comparable positions in other County programs. This increase impacted seven (7) positions; Program Supervisor (1) and Program Generalists (6). The second change made was to engage in robust cross training. All Generalists and Program Supervisors are trained as workshop facilitators to provide quality case management services. This positions the Department to significantly limit or eliminate gaps in services due to resignation of program staff.



Staff and Partner Management

Key Personnel	# Months	FTE	Role
Comprehensive Fathers Program Coordinator (Program Supervisor)	12.0	1.00	Direct supervision of delivery client services, supervision of Generalists
Quality Assurance Manager (Data Manager)	0.6	0.05	Supervision of record keeping, data collection and analysis processes and staff
Program Generalist (Case Manager)	12.0	3.00	Provide case management services to all enrolled participants, including making community connections and reducing barriers to program completion
Program Generalist (Workshop Facilitator)	12.0	3.00	Implement workshops, work with enrolled participants to identify and reduce barriers to workshop completion
Executive Director (Project Director)	0.6	0.05	Comprehensive oversight of all program components, partnerships, and project success
Assistant Director (Project Manager)	0.6	0.05	Comprehensive oversight of all program operation components
Deputy Director of Program Operations	1.2	0.20	Oversight of service delivery, CQI, adherence to project timelines, and community relationships
Admin Manager of Finance (Financial Officer)	0.6	0.05	Comprehensive oversight of all financial related processes
Monitoring Oversight Technician/CQI Specialist	12.0	0.5	Reviewing data reports, making data informed program recommendations, working closely with the evaluator to interpret data and report on trends
Budget Specialist (Accountant II and other accounting staff)	12.0	0.39	Budget monitoring and reporting
Data Administrator (Office Assistant II)	12.0	0.5	Data entry, data base maintenance
HR Staff Analyst II	0.6	0.05	Responsible for recruitment of staff and hiring processes
Totals		8.84	

Fatherhood FIRE organizational chart



Staff Management

Fatherhood Fire Program staff are given adequate on-boarding, thorough job descriptions with expectations, responsibilities, and code of conduct. At least, annually all program staff are given a Work Performance Evaluation by their immediate supervisor. This includes formal feedback related to job performance in areas including, customer service, communication, decision making, and other related areas. Goals are created collaboratively that give all staff the opportunity to improve their work performance and engage in meaningful professional development.

If an employee is found to have work performance concerns, the can be put on a Work Improvement Plan, outlining specific areas where improvement is needed and strategies for achieving goals. If sufficient improvement is not realized, PSD follows a progressive discipline structure that can include, Memo of Concern, Letter of Reprimand, Suspension, and Termination.

Partner Management

PSD has established Memoranda of Understanding with all partner agencies providing services to enrolled participants. All MOUs are reviewed and audited annually.

The Partner Management Plan outlines the process of establishing MOUs and partner audit and is included in the appendix.

Transitional Assistance Department – Referral of Fathers that meet our program criteria to enroll into the FIRE program.

Children’s Network- Training of staff on Nurturing Fathers curriculum for facilitators and case managers.

Department of Child Support Services - Referral of Fathers that meet our program criteria to enroll into the FIRE program, work with Fathers in areas that are currently participating in our cohorts.



Staff Development

All program staff will attend required conferences and training, including webinars. Both agency and employee imitated professional development activities are offered multiple times throughout the year. NFP curriculum training is offered at least twice per year by a master trainer. This can be attended as a refresher training, if needed.

Service Delivery Approach

For year 5, the PSD Comprehensive Fatherhood Program will continue to support child and family well-being through a series of evidenced-based practices that promote of sustain healthy marriage, support responsible parenting, and increase economic stability. Research¹ has shown that:

- a positive co-parenting relationship with the child’s mother leads to both quantity and father involvement.
- when fathers feel competent and believe they can parent well, they spend more time with their children, take on more responsibilities, and engage more positively with their children.
- fathers who understand and value their identity as fathers are more involved with their children and have higher-quality relationships with them.
- fathers who are able to provide economic stability for their children feel more empowered to be more engaged with their children.

The following will be accomplished through case management, referrals to community agencies and partners, and provision of parenting education.

Promote or Sustain Healthy Marriage	Responsible Parenting	Economic Stability
<ul style="list-style-type: none"> • Enhancing relationship skills • Referral to education regarding how to control aggressive behavior • Disseminating information on the causes of domestic violence and child abuse 	<ul style="list-style-type: none"> • Referral mentoring, and mediation • Disseminating information about good parenting practices • Skills-based parenting education 	<ul style="list-style-type: none"> • Connection to agencies that provide activities such as work services, job search, job training, subsidized employment, job retention, job enhancement, and career- advancing education • Dissemination of employment materials • Coordination with existing employment services, such as welfare-to-work programs and referrals to local employment training initiatives

PSD will address the needs of eligible fathers throughout the county of San Bernardino through the implementation of an evidenced-based, integrated cohort program approach. Services will be provided through targeted recruitment practices of Head Start fathers; risk and needs assessments; goal-setting with measurable activities and milestones; intensive case management services with at least eight individual contacts per year; supportive services through referrals to community partners; availability of a Successful Pathways Apprenticeship Program and certified high school education program, as appropriate, and participation in The Nurturing Fathers Program curriculum



workshop.

¹ Extracted from <https://childandfamilyresearch.utexas.edu/evidence-base-predictors-father-involvement> on 6/8/20

Below is the list of service delivery activities required for all participants to successfully complete the program, along with responsible party and timeline for completion.

Service Delivery Activity	Responsible Party	Completion Date	# of Participants
NFP Workshops- Cohorts 1-3	Generalist (workshop facilitator)	February 15, 2024	24-48
NFP Workshops- Cohorts 3-6	Generalist (workshop facilitator)	May 13, 2024	24-48
NFP Workshops- Cohorts 7-10	Generalist (workshop facilitator)	September 30,2024	24-48
Case Management (8 sessions)- Cohorts 1-3	Generalist (case manager)	February 15, 2024	24-48
Case Management (8 sessions)- Cohorts 4-6	Generalist (case manager)	May 13, 2024	24-48
Case Management (8 sessions)- Cohorts 7-10	Generalist (case manager)	September 30,2024	24-48
Intake and Assessment	Generalist (case manager)	Within 14 days of initial contact	144

PSD Comprehensive Fatherhood Program Generalists will actively recruit potential participants from the local Head Start locations and inform potential participants that participation in the program is voluntary. Recruitment will also take place in collaboration with partners to reach the larger County community. As previously mentioned, PSD operates Head Start programming across 41 center-based locations and 24 private family childcare homes throughout the county. Through the County’s marketing department, PSD will develop informational materials (such as brochures, fliers, and billboards), as well as produce videos that are disseminated across various social media platforms, and email blasts to market the program countywide. All materials produced and disseminated will contain information on the voluntary nature of the program. In addition, the Comprehensive Fatherhood Program Coordinator will provide training sessions to all PSD Generalists (e.g., case workers at Head Start locations) on the benefits of the program. As new Head Start families enroll in the program, information on the Comprehensive Fatherhood Program will be provided. Direct and targeted recruitment strategies will be implemented, such as calling Head Start fathers directly and inviting them to attend; fathers currently participating in the existing PSD Father Engagement Program will be recruited to participate in the new program, as well as to act as ambassadors to recruit potential candidates for the program.

PSD will not discriminate on the basis of sex, race or ethnicity when recruiting or enrolling participants. To ensure nondiscrimination in determining program eligibility, benefits, services provided, PSD will provide all program staff with annual training that includes information on how to recruit, enroll, and provide services in alignment with all federal requirements related to nondiscrimination. All reasonable accommodations will be made to ensure equity in access to all Fatherhood FIRE Proposal



services and benefits for all program participants.

Interested participants will be asked to complete an Intake Application that provides general demographic data, information on individual needs, skills and interests, as well as information on co-parenting/parenting pair relationships. PSD uses a Family Services Assessment (FSA) tool to identify a family's strengths and needs. In addition, program participants will be asked to complete the following short assessment tools, which have been validated for fatherhood programs: Child-Parent Relationship Scale – Short Form, Fatherhood Research and Practice Network Co-Parenting Relationship Scale, the Fatherhood Research and Practice Network Father Engagement Scale for Children Under 6 Years of Age, and the Fatherhood Research and Practice Network Measure of Fathers' Challenges. Each of these tools are designed to be easy-to-use tools for assessing fathers' involvement in the lives of their children. Each tool is available in English and Spanish, which is necessary for PSD's target population, and they are short assessment tools that can be completed within 15 minutes. Program Case Managers will administer the tools with each father, enabling the opportunity to build a foundation of trust with each participant. In addition, the nForm Entrance Survey will be completed in order to establish enrollment in the program.

Following the initial intake and assessment, Case Managers will score each of the assessment tools based on each tool's scoring rubric. A profile of each participants' skills, need, potential barriers to participation, and match for program services will be developed. The profile will be shared with the participants during the second case management meeting. An Individual Development Plan (IDP) that specifies goals with measurable activities and milestones will be created with the participant during the second case management meeting.

PSD intends to provide robust case management services to program participants. PSD defines case management as a coordinated and integrated approach to service delivery, which is intended to provide ongoing supportive care and to help participants access resources they need. As a Head Start program, PSD has been providing case management services to Head Start parents since its inception by completing family needs assessments, creating goals with families, providing referrals, and ongoing supportive services. PSD will utilize a standard community care model of case management that focuses on assessing needs, referring participants to needed services, and coordinating and monitoring ongoing treatment and progress towards achieving individual goals.

Each participant will receive at least eight individual service contacts (lasting approximately 60 minutes each) throughout the course of a program year, as well as monthly telephone Touchpoints to check on progress, foster relationship-building, and facilitate retention. At a minimum, the eight sessions will involve the following:

- The first session will involve intake, the entrance survey, risk and needs assessment, and an orientation process.
- The second session will involve the creation of goals for the participant based on the risk and needs assessment. Goals will be specific and realistic, as well as involve a list of activities to complete the goals, resources needed, milestones and timelines for completion. Goals will be documented in the IDP.
- All subsequent sessions will include following up on progress toward achieving goals, participation in curriculum workshops, identifying new needs of the participant, and providing follow-up support services to assist with job placement, retention, and advancement. During these sessions, case managers will avail themselves of the partnerships in place for this program to provide support services to participants, such as referral services to Child Support Services, financial aid assistance for participants enrolling in the Apprenticeship Programs, and access to transportation resources. If child



care is needed, PSD will provide child care either on-site or through vouchers.

- The final two sessions will focus on an exit survey and discussions of sustainability of progress made toward goal achievement.

All case management sessions will be tracked in PSD's database system, ChildPlus.Net, as well as tracked in the OFA's database system. In addition to the case management services, participants who are in need of more intensive marital or co-parenting relationship skills or anger management will be referred to a Marriage and Family Therapist (MFT). PSD has a written agreement with the County's Department of Behavioral Health that assigns MFT interns to PSD to provide intensive counseling. PSD will coordinate services provided to program participants by the MFT interns and include needed follow-up services within the case management sessions.

Domestic Violence

Through its partnership with the Department of Behavioral Health, PSD will be able to address domestic violence identification and referral for domestic violence services. The Director of the Department of Behavioral Health, which oversees all mental health services, crisis intervention, homeless services, domestic violence, child maltreatment, and alcohol/substance use and misuse services throughout the County, is a member of PSD's Shared Governance Board, appointed by the Board of Supervisors. In addition, the Department of Behavioral Health appoints MFTs to work with existing PSD HS program participants to provide relationship counseling, anger management counseling, and parent-child counseling; these services will be extended to fathers enrolled in the proposed program.

PSD Case Managers will receive an intensive two-day training within the first 30 days of employment. Ongoing training will occur on a quarterly basis. On-boarding will include understanding and knowledge of domestic violence, intimate partner violence, child maltreatment and abuse, as well as anger management.

Child Maltreatment

As mandated reporters, all PSD staff are required to undergo detailed training on preventing, detecting, and responding to suspected cases of child maltreatment. Staff participate in the Child Abuse Mandated Reporter Training. PSD's Comprehensive Fatherhood Program staff will be required to take the Mental Health & Social Worker training every two years. This three-hour training focuses on five sections with each section including practice questions or vignettes, and a final exam. In addition to this training, all PSD staff will be trained on the specific department

PSD does not have an articulated Workforce Development Plan. However, the PSD Comprehensive Fatherhood Program will promote economic stability by providing opportunities for developing marketable job skill. These skills will be provided through PSD's partnership with the County's Workforce Development Department, which has career centers throughout the county. Skills provided will include career counseling, resume writing, job search, job referrals, interviewing skills, and proper interviewing attire. In addition, PSD's Case Managers will refer eligible participants to the Pathways to Success Apprentice program that will be offered by PSD to help participants enter careers that can offer long-term stability. Finally, participants will be referred to employment opportunities that are connected through the network of local businesses and employment agencies. PSD also has agreements with the nearest community college to foster college enrollment and support participants in removing barriers to college degree completion.



Target Numbers for Year 5

PSD has identified Community Fathers as the target population for this Fatherhood FIRE grant. The chart below illustrates target numbers for year 5.

Year 5	September 30, 2024-September 29, 2025
Number of Clients Enrolled	144
Number of Clients Who Attend At Least One Primary Workshop	144
Number of Clients Who Attend At Least 75% of Primary Workshop	108
Number of Clients Who Attend At Least 50% of Primary Workshop	58

Curriculum

PSD selected the Nurturing Fathers Program curriculum as it meets all OFA curricular standards, as evidenced on the OFA list of approved fatherhood curricula. The Nurturing Fathers Program curriculum was researched and validated by external evaluators in 2015. Daire, Greenidge, and Johnson (2014) and Daire and Greenidge (2014) conducted meta-analysis on the reliability and validity of the curriculum. The results of the studies were published in two articles titled “Parental Attitudes and Behaviors of Participants in the Nurturing Father’s Program” and “A Cross Cultural Investigation of the Nurturing Father’s Program Outcomes.” It meets the program requirements of supporting economic stability, positive relationships, and effective co-parenting/ family maintenance.

The Nurturing Fathers Program curriculum will be offered through integrated learning cohorts located throughout the various regions of the county, as research has supported that this is the most effective model for enhancing participant success. Recent research from the PACT Responsible Fatherhood Study found that an integrated cohort approach offered fathers with opportunities to bond with each other and form meaningful relationships that led to greater outcomes and better retention rates. PSD has five trained workshop facilitators that have been trained by an NFP master trainer. Training is ongoing and includes community partners to build capacity and sustainability.

Each learning cohort will consist of 8-16 participants and approximately 10 learning cohorts will be facilitated throughout the year (e.g., each workshop facilitator will lead six learning cohorts annually). Learning cohorts will be offered for 13 weeks and 26 hours (each session will be scheduled for 2 hours. Week by week topics are as follows;

- Week 1 – The Roots of Fathering
- Week 2 – Self-Nurturing Skills I: Fathering “The Little Boy Within”
- Week 3 – Self-Nurturing Skills II: The Power to Meet My Own Needs
- Week 4 – The World of Feelings & Male Nurturance



- Week 5 – The Power to Nurture: Fathering without Violence or Fear
- Week 6 – Overcoming Barriers to Nurturing Fathering: Anger, Alcohol/Other Substances, and Stress
- Week 7 – Discipline and Fun and Games
- Week 8 – Playshop: Fun & Fables for Fathers and Their Children
- Week 9 – Nurturing Relationships I: Fathering Sons / Fathering Daughters
- Week 10 – Nurturing Relationships II: Teamwork between Father & Spouse/Co-Parent
- Week 11 – A Time & Place for Fathering
- Week 12 – Healing the Father Wound
- Week 13 – Graduation Ceremony and Closing Activities

PSD works with Nurturing Father Program developer and Master Trainers to provide ongoing staff training. This provides support for the delivery of program curriculum to fidelity. Currently, there is no plan for modification of curriculum. However, any future modifications needed would be completed in collaboration with the developer.

Sustainability

PSD plans for the sustainability of this project through three key practices: training, shifting established practices, and expanded community partnerships. During the five-year grant period, PSD will have grant funded Program Generalists/Case Managers working exclusively with fathers to support case management and increasing access to community services. As part of the process to shift practices within the department, the program staff will share strategies and work collaboratively with the Head Start Site Program Generalists. The anticipated outcome of this collaborative work is that by the end of the grant period, the Head Start Generalists will have had the opportunity to observe and adopt best practices for supporting fathers and fatherhood engagement and will have incorporated those into their everyday work. Additionally, onboarding of new Head Start staff will be examined to ensure that all newly hired staff will understand and utilize these practices.

PSD has longstanding relationships with many agencies. To maximize these relationships, PSD has established a Sustainability Advisory Committee. The goal of this committee is to establish reciprocal referral practices, expand facilitator training for the Nurturing Fathers Program to include other County departments, and strengthen the fatherhood engagement network in the county by gathering multiple stakeholders with the intent of coordinating services to support the target population.

Data Collection Plan

The PSD data management process includes a reliable record-keeping system for all its programs to provide accurate and timely information regarding program activities and to ensure appropriate confidentiality of the information. PSD utilizes manual and automated/electronic systems that collect, organize and categorize records, facilitating their preservation, retrieval, use, and disposition. PSD believes that an effective record-keeping system safeguards against violations of rights, ensures transparency and accountability on processes and outcomes, and provides clear documentation of policies and procedures that are essential to draw clear lessons from the program and facilitate scaling-up or replication. To accomplish this, PSD believes that a trustworthy data management system must have:



- Reliability – The records are a full and accurate representation of the transactions, activities or facts to which they attest and can be dependent upon during subsequent activities.
- Authenticity – The records can be proven to be what they claim to be, to have been created or sent by the persons claiming to have created or sent them, and to have been created or sent at the claimed time.
- Integrity – The records are complete and unaltered.
- Usability – The records can be located, retrieved, presented and interpreted.

PSD assures the confidentiality and protection of personally identifiable information in all participant records to ensure the individual rights to privacy for participants. Information about participants, children, families, employees or the agency **are not** divulged to anyone other than persons who are authorized to receive such information. Therefore:

- All participant records are locked in a secure cabinet.
- Access to participant records is limited to employees and consultants on an as needed basis.
- Participant records are never left unattended on desks or tables where others have access to them.
- Participants' private information is never discussed among employees except on a "need to know" basis.
- Information and documents which are considered confidential are medical records, educational records, special needs records, family records, financial records, and any other private information about participants.
- All requests for release of information is coordinated through the Executive Director and complies with applicable laws.
- Identifiable information is only released in accordance with state and federal confidentiality laws.

PSD complies with all applicable state and federal confidentiality laws. In some cases, the program may need to disclose information to public and private entities. In some cases, disclosure of personally identifiable information is necessary without obtaining participant consent. These cases are typically limited to the following situations:

- Staff and consultants within the organization acting on behalf of the organization.
- Officials from a federal and/or state agency for purpose of audit, evaluation and/or monitoring.
- Contractors utilized for the ongoing evaluation of child and family outcomes, and/or program effectiveness.
- Parties addressing health or safety emergencies.
- Complying with a judicial order or lawfully issued subpoena.
- Caseworks or other representatives from a state or local child welfare agency, including to address suspected or known child maltreatment.

In these cases, the program will work through the Executive Director's office, in conjunction with the County Administrators office.

PSD will collect, store, and report data on standardized performance measures in the Information, Family Outcomes, Reporting, and Management (nFORM) system. PSD will collect and report data on the following:

- Services provided through the grant



- Client characteristics and outcomes
- Program operations on information on PSD's activities and who it is serving.

PSD is committed to comply with all of the collecting, documenting, and reporting requirements of this project. To ensure information collected and reported is accurate, PSD intends to assign the specific task of data entry into the nFORM system to the Data Administrator and the Quality Assurance/Data Manager. Case Managers and the Intake/Recruitment Specialists will also be trained on completing the entrance/exit surveys and the intake applications following guidance provided in the HMRF Grantees nFORM Performance Measures and Data Collections Logistics Document. The Data Administrator and Quality Assurance/Data Manager will review and monitor all information for accuracy. The monitoring process will include comparing data in hard files with information entered into the system to identify discrepancies. These data integrity checks are key to the monitoring process.

Continuous Quality Improvement Plan

Through the use of CQI, PSD ensures that quality services are provided throughout the programs. PSD Shared Governance Board, Policy Council, and community partners work together to review, revise and update the CQI plan to improve program performance and identify key areas that will require further analysis and improvement.

To address overall effectiveness of the program, data collection will take place three times for each cohort year. The first will take place once the participant has been selected but prior to participation in the Comprehensive Fatherhood Program. This data point will serve as a baseline against which future data points will be compared. The second assessment will take place approximately six months later while the participants are actively enrolled in the program. The final assessment for the cohort year will be taken a full 12 months after the baseline and after the participant has completed the Program. Following completion of the cohort, participants will be assessed annually until completion of the project. Data collection will be conducted through both questionnaires and structured interviews. Individuals conducting the data collection will be thoroughly trained on all instruments and procedures by the Research Analyst prior to contact with participants.

Local Evaluation

No Local Evaluation Plan is required for the requested level of funding.

Partner Management Plan

The objective of this plan is to provide standards on how contracts and/or memorandum of understandings (MOUs) will be established and managed to ensure effective administration of this program, including audit processes, and the development of corrective actions plans throughout the life of the established MOUs.

Establishing and MOU

The department will enter agreements with partner agencies to provide support services to low-income fathers, over the age of 18, who are the parents/guardian of eligible children under the ages of 5 are eligible for the Head Start/Early Head Start program and reside San Bernardino County.

When possible partners are identified, PSD contract staff will construct a proposed MOU. This document will served to provide clarity of roles, responsibilities, deliverables, and timelines. The partnering agency will review and either modify or approve. This is a collaborative process between PSD and the partner agency. Once the parameters of partnership are agreed upon by both parties, the MOU is sent to the Board of Supervisors for final approval.

Monitoring of MOUs

At least annually, the department will conduct an internal audit of the services and any related data collected. No less than thirty (30) days prior to the date of the audit, the department will notify the contractor that an audit will be performed to determine if the services provided by the contractor conform to program requirements. The contractor shall be provided with a copy of the auditing tool and a list of any documentation that they will need to provide during the audit. Any amendments to the contract/MOU will result in an adjustment of the auditing tool.

Areas to be monitored include, but are not limited to:

- Definitions of terms and services
- Confidentiality
- Contract amendments
- Grievance and resolution procedures
- Information Sharing
- Implementation of procedures and forms
- Record retention
- Roles and responsibilities

The assigned PSD representative will conduct the audit using the audit tool. The contractor will be provided to a corrective action plan if a finding is discovered during the course of the audit. The contractor shall have ten (10) days from the date the notice to submit a corrective action plan with a description of the specific steps that the contractor will take to correct the finding. Should the contractor become noncompliant, the department reserves the right to place the contractor on probationary status or to terminate this agreement.

If Contractor identifies an issue or receives notification of a complaint concerning an incident of unsatisfactory services or possible fraud, waste, or abuse, Contractor shall immediately notify PSD; conduct an internal investigation to determine the validity of the issue/complaint; and develop and implement corrective action if needed.



Budget and Budget Justification

PSD is requesting \$993,019 in federal funding from the Office of Family Assistance to implement the Comprehensive Fatherhood Program, Family-Focused, Interconnected, Resilient, and Essential (FIRE) for low-income fathers with children eligible for participation in its Head Start program located within the county of San Bernardino. The proposed budget supports all project costs and funds are budgeted to provide the required comprehensive services, as described in the Project Approach section, to eligible fathers and families in a cost-effective manner. The following detailed budget and budget justification are for the fifth year of the five-year project period. Attached is a line-item budget that reflects the budget for this period. The budget outlines the intended use of the Fatherhood FIRE requested funds by object class categories and the narrative provides details for each line item, with a description of the how costs are derived.

1. Line-Item Budget and Budget Justification

PSD has budgeted its Fatherhood FIRE funding across the following cost categories: Personnel, Fringe Benefits, Travel, Equipment, Supplies, Contractual, and Other costs. These costs are either directly charged or appropriately allocated among various programs based on benefits received. There are no Indirect Costs. Overall, PSD is budgeting a total of \$993,019 in Fatherhood FIRE funding in year five as summarized in Table 1.

Table 1: Summary of Program Budget by Object Class Category, PY 2024-25

GABI Codes	Description	Operations
A	Personnel	477,204
B	Fringe Benefits	207,351
C	Travel	17,213
D	Equipment	
E	Supplies	3,300
F	Contractual	
G	Facilities/Construction	
H	Other	287,951
	Total	\$993,019



Personnel- S477.204: Personnel is budgeted to fund 8.84 Full-Time Equivalent (FTE) positions that will provide services to a total of 144 participants through this program. Personnel sub-categories included are described in the table below, and budgeted costs meet federal and state compensation guidance.

Table 2: Allocation of Personnel

Title	# Months	FTE	Annual Salary	Grant Salary	Wage Rates
Cont. FFF Program Supervisor (Comprehensive Fathers Program Coordinator)	12	1.00	\$54,725	\$54,725	\$26.31
Quality Assurance Manager (Data Manager)	0.6	0.05	98,696	4,935	47.45
Cont. FFF Program Generalist Case Manager	12	1.00	48,734	48,734	23.43
Cont. FFF Program Generalist Case Manager	12	1.00	48,734	48,734	23.43
Cont. FFF Program Generalist Case Manager	12	1.00	48,734	48,734	23.43
Cont. FFF Program Generalist Wrk Facilitator (Workshop Facilitator)	12	1.00	48,734	48,734	23.43
Cont. FFF Program Generalist Wrk Facilitator (Workshop Facilitator)	12	1.00	48,734	48,734	23.43
Cont. FFF Program Generalist Wrk Facilitator (Workshop Facilitator)	12	1.00	48,734	48,734	23.43
Executive Director (Project Director)	0.6	0.05	175,115	8,756	84.19
Assistant Director (Project Manager)	0.6	0.05	130,354	6,518	62.67
Deputy Director of Program Operations (Project Manager)	1.2	0.20	150,571	30,114	72.39



Title	# Months	FTE	Annual Salary	Grant Salary	Wage Rates
Cont. FFF Quality Assurance Tech II (Monitoring Oversight)	12	0.50	45,968	22,984	22.10
Budget Specialist (Accountant II/III)	2.4	0.20	58,760	11,752	28.25
Cont. FFF Office Assistant II	12	0.50	35,672	17,836	17.15
HR Staff Analyst II	0.6	0.05	91,749	4,587	44.11
Staff Analyst I / II	0.6	0.05	57,637	2,882	27.71
Accounting Technician	0.24	0.02	56,347	1,127	27.09
Fiscal Specialist	0.24	0.02	44,075	882	21.19
Admin Sup I	0.6	0.05	101,296	5,065	48.70
Admin Manager (Financial Officer)	0.6	0.10	126,360	12,637	60.75
Totals		8.84		\$477,204	

Fringe Benefits - \$207,351: This budget category includes employee health insurance premiums, life insurance, long and short-term disability insurances, unemployment insurance benefits, Workers' Compensation insurance, and other Fringe Benefits costs. Fringe Benefits are based on approved bargaining unit terms for exempt, classified, and contract staff, and are calculated at 43% of overall Personnel costs.

Table 3: Allocation of Fringe Benefits

Description	Costs	%
Social Security (FICA), State Disability, Unemployment (FUTA), Worker's Compensation, State Unemployment Insurance (SUI)	39,039	19%
Health/Vision/Medical/Life Insurance	50,521	24%
Retirement	115,495	56%
Other Fringe	2,296	1%
Total	\$207,351	100%



Travel - \$17,213: The Fatherhood FIRE project mandates out-of-town travel for designated personnel on official business at various times during the budget period, such as the entrance conference in Washington D.C., and regional events including roundtables, learning academies, summits, or other meetings in Sacramento, CA. Table 4 illustrates total costs per anticipated travel and reflects hotel, airfare, meals, and other travel-related costs.

Table 4: Travel Allocation

Description	Cost
Training: Entrance Conference in Washington DC, attendees 6 (Authorized Org Representative, Project Director, Project Manager, Financial Officer, Project Local evaluator, and Data Manager) 3 days, 2 nights. Cost for Flight \$ 540 Lodging (2 nights) \$546.50, Meals \$159, Taxi \$40, Parking \$42. Total each \$1,327.5x6 = \$7,965	\$7,965
Training: 4 Regional Events in Sacramento CA (Round Table, Learning Academic, Summit, Other Meetings 1), attendees 4 (Project Director, Project Manager, 2 Key staff) 2 days, 1 night. Cost for Flight \$ 191, Lodging (1 night) \$229, Meals \$94, Parking at local airport \$28, Taxi \$36 Total each attendee \$578 x 4 x 4 events = \$9,248	\$9,248
Total	\$17,213

Equipment: There are no equipment purchases planned for this project.

Supplies - \$3,300: PSD purchases supplies in sufficient quantity to support its program operations. Supplies include consumables items that are used by the organization and tangible items that have a life expectancy of less than one year with a total unit cost of less than \$5,000. Essential supplies will be used for the project, and includes office supplies, and other uses.

Table 5: Supplies Budget Allocation

Description	Qty	Total
Office Supplies: Consumable materials that include paper, pencils, pens, binders, toners, and file folders.		
Office supplies for 8.84 FTE (\$373.30 per person)		\$3,300
	Total for Budget Category	\$3,300



Contractual: Contractual Costs are included in Other budget category.

Construction: There are no construction projects planned for this grant.

Other - \$287,951: Included in the Other budget category are projected expenditures for contractual expenses, rental of facility space to conduct training workshops, internet and telephone costs, vehicle repairs and maintenance, professional services, participant services, advertising, staff development, and curriculum. Costs are either direct charged or prorated among benefiting programs.

Table 7: Other Costs Allocations

Item	Rationale	Costs
Contractual		
Children's Network	Master Nurturing Fatherhood Program curriculum trainer to train PSD'S workshop facilitators	5,000
Outcomes Assessment	To conduct an outcomes assessment on the performance measures of the contract.	50,000
Training/ Technical Assistance / Consulting Contract	To contract with Fatherhood Inc as consultants to provide supportive strategies to improve recruiting and retention of both staff and participating fathers	31,500
	Subtotal	\$86,500
Rent		
Rent for building space (Office, classroom, etc.)	13 weekly sessions, 16 persons per session, 130 participants	15,600
	Subtotal	\$15,600
Utilities/Telephone		
Phone Services	Unit Cost of \$45 x 7 iPhones x 12 Month	3,780
	Subtotal	\$3,780
Local Travel		
To reimburse staff for mileage associated with the use of their personal vehicle	To reimburse staff for mileage associated with the use of their personal vehicle. 10 staff x 20 miles avg x 24 times a year x .67 per mile	3,216
	Subtotal	\$3,216



Item	Rationale	Costs
Parent Services		
Fathers' (Participants') Mileage	To reimburse program participants for mileage associated with the use of their personal vehicle when participating in training sessions: 112 participants x 20 miles avg x 7 times a year x .67 per mile	10,506
Fathers' Meals/ Per diem	To reimburse program participants for lunch meals when participating in training sessions: 112 participants x 7 meals x \$14 per diem cost	10,976
	Subtotal	\$21,482
Publications/Advertising/Printing		
Courier & Printing	Printing services for recruitment materials	3,090
Advertising	Billboard advertisement for recruitment, 1.5 months at two locations in San Bernardino CA, avg cost per month \$3,000 x 1.5 = \$4,500.00	4,500
	Subtotal	\$7,590
Training or Staff Development		
Registration for Conference/Training/Seminar	Registration Fees for Conference/Training/Seminar	10,000
	Subtotal	\$10,000
Other		
Vehicle Maintenance	\$893 annual cost per vehicle (3)	2,679
Fuel	\$1,202 Annual cost per vehicle (3)	3,606
Human Resources Administrative Costs	.5% of Annual cost of \$115,860 for HRA position for staff hiring process	579
Human Services Administrative Costs	1% of Annual cost of \$191,668 for County Analyst position for budget approvals/BAI/PO approvals, etc.	1,917
Interpreter Fees	Min Charges \$130 Hourly other than Spanish languages (average) - 7 sessions	910
Incentive Gift Cards for Fathers	8 cohorts*16 fathers*7 gift cards at \$30 each	26,880
Computer hardware and Software		
Software (Adobe Reader)	\$95 unit cost - 7 computers	665
Office 365	\$30 unit cost - 7 computers	210
Software (Outlook- 12 months)	\$1,350 unit cost - 7 computers	9,450
Software (EMACS)	\$225 unit cost - 7 staff	1,575



Item	Rationale	Costs
Program Supplies:	Supplies include consumable classroom and training materials including curriculum, Father's Journals, Posters and Recruitment materials.	
Education Access Products for Fathers	\$354 unit cost – 112 Parents	39,648
Curriculum Starter Kits	\$400 unit cost- 100	40,000
Nurturing Father's Journals	\$22 unit cost- 112 units	2,464
Posters, Forms, & Visualizations	\$190 unit cost - 40	7,600
Recruitment materials various		1,600
	Subtotal	\$139,783
	Total	287,951

1. *Detail of FTE allocations* – as shown in Table 2 above, PSD is allocating a total of 8.84 FTEs to the project. Staff are allocated across 12 months for the fifth year of the program to support the operations. The Program Supervisor who will dedicate 100% of time to the implementation of the project. In addition, six positions will be hired to be fully dedicated to this program: three case managers and three workshop facilitators. The Executive Director/Project Director, who is budgeted at .05 FTE, will have oversight responsibilities for overall compliance of the grant. In addition, the Admin Manager (Financial Officer) is allocated at .10, who will have overall responsibilities for safeguarding federal funds.

2. *Allowability, Reasonableness, Allocability, and Necessary Costs* – all costs reflected in the budget for this project are allowable, reasonable, allocable, and necessary. Only items that were deemed appropriate for the successful execution of this project were included in the budget. In addition, PSD has a rigorous cost allocation plan in place and all items that are shared with other funding sources are cost allocated according to the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for HHS Awards.

3. *Overall Fiscal Management* – As an existing Head Start grantee, PSD follows 45 CFR Part



75 Subpart D's Uniform Administrative Requirements, Cost Principles, and Audit Requirements for HHS Awards. The PSD Finance Unit is adequately staffed to provide appropriate internal controls, which is headed by the Administrative Manager, Madeline Tsang, and includes a Supervising Accountant and an Administrative Supervisor. PSD will add an additional budget specialist with the funding of this application. PSD utilizes the countywide Systems, Applications and Products or SAP accounting system, providing for internal controls associated with the county's centralized processing components. This enables additional checks and balances, especially specific to payroll processing and accounts payable. This system is a fully integrated Financial Management, Grants Management, Budget Preparation, and Fixed Asset Inventory Module system. The system allows for pre-set internal controls with checks and balances features, such as established procurement approval levels and contract payment monitoring.

PSD is audited as part of the Countywide audit. A risk assessment process is initiated by the County Auditor/Controller/Treasurer/Tax Collectors Office. This package, or questionnaire, must be completed, specific to each award, and returned. The Auditor/Controller/Treasurer/Tax Collectors Office follow-up with any specific questions or concerns. The completed package is shared with an Independent Audit Firm. Audit results are shared with the Policy Council Finance Committee, the Policy Council, the Shared Governance Board, and County Board of Supervisors. If there are audit recommendations, a corrective action plan is developed. This plan is then reviewed and monitored by the County Auditor/Controller/Treasurer /Tax Collectors Office.

4. Budget Supports Proposed Plan – as demonstrated in the narrative above and in the attached line-item budget, all proposed costs of the program are supported by the budget.

5. Costs for ACASI (Applicant Characteristics, Entrance and Exit Surveys) – as demonstrated in the line-item budget, PSD has allocated funds for the purchase of computers for the project. All purchased computers meet the technical requirements for the online surveys and communication



system. PSD will maintain documentation of services within its own database system, ChildPlus.Net, in order to maintain continuity of information with existing participants. In addition, PSD will utilize the required reporting mechanisms for this project.

6. *Costs Associated with nFORM* – the Data Administrator will have full responsibility for managing data in the nFORM system. The position will be allocated a new computer to perform all duties.

7. *Local Evaluation Budget* – there are no funds associated with a local evaluation.

Appendix A

Partner Management Plan

The objective of this plan is to provide standards on how contracts and/or memorandum of understandings (MOUs) will be established and managed to ensure effective administration of this program, including audit processes, and the development of corrective actions plans throughout the life of the established MOUs.

Establishing and MOU

The department will enter agreements with partner agencies to provide support services to low-income fathers, over the age of 18, who are the parents/guardian of eligible children under the ages of 5 who can be enrolled in its Head Start/Early Head Start program and reside San Bernardino County.

When possible, partners are identified, PSD contract staff will construct a proposed MOU. This document will serve to provide clarity of roles, responsibilities, deliverables, and timelines. The partnering agency will review and either modify or approve. This is a collaborative process between PSD and the partner agency. Once the parameters of partnership are agreed upon by both parties, the MOU is sent to the Board of Supervisors for final approval.

Monitoring of MOUs

At least annually, the department will conduct an internal audit of the services and any related data collected. No less than thirty (30) days prior to the date of the audit, the department will notify the contractor that an audit will be performed to determine if the services provided by the contractor conform to program requirements. The contractor shall be provided with a copy of the auditing tool and a list of any documentation that they will need to provide during the audit. Any amendments to the contract/MOU will result in an adjustment of the auditing tool.

Areas to be monitored include, but are not limited to:

- Definitions of terms and services
- Confidentiality
- Contract amendments
- Grievance and resolution procedures
- Information Sharing
- Implementation of procedures and forms
- Record retention
- Roles and responsibilities

The assigned PSD representative will conduct the audit using the audit tool. The contractor will be provided to a corrective action plan if a finding is discovered during the course of the audit. The contractor shall have ten (10) days from the date the notice to submit a corrective action plan with a description of the specific steps that the contractor will take to correct the finding. Should the contractor become noncompliant, the department reserves the right to place the contractor on probationary status or to terminate this agreement.

If Contractor identifies an issue or receives notification of a complaint concerning an incident of unsatisfactory services or possible fraud, waste, or abuse, Contractor shall immediately notify PSD; conduct an internal investigation to determine the validity of the issue/complaint; and develop and implement corrective action if needed.