



*An Advocate for Strengthening Families and Improving Developmental Outcomes for Children, by Promoting Greater Father Family Involvement in the lives of both Children and Families...And the Intentional Transformation of Social Service Agencies and Other Systems of Care, to adopt and institutionalize a father inclusive posture, toward men within families.*



***2020 3FA ACCREDITATION Process Manual  
&  
Summary Guide & Appendices***

**Submitted to:  
The 3FA Community of Learners**

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The Strong Families Commission, Incorporated  
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# The Strong Families Commission, Incorporated

## Father Friendly Flagship Agency

### Accreditation Guidelines

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## Preface

The document to follow (2020 3FA Accreditation Process Manual & Summary Guide & Appendices) memorializes a process designed to ameliorate a vision that took roots in 2012, with the award of a Stoneleigh Foundation Senior Fellow Project title: “The Integration of Responsible Fatherhood within Foster Care Service Delivery and Other Children and Youth Serving Systems.”

The overarching goal of the project was to increase the conversation and to build awareness of the value of fathers in the lives of children and families; and to enhance the capacity of children, youth, and family-focus agencies to improve outcomes for child well-being, by engaging agencies in innovative strategies to expand their organization’s philosophy, policies, programs, practices, procedures and protocols designed to support greater father family involvement in the care of their children and families. Although not originally contemplated, we came to recognize that the accreditation of agencies having transformed their system from a traditional child and family service model (a.k.a. mothers with children) to a father friendly posture that welcomes men within their service delivery model to children and families would encourage and strengthen their practice.

From 2012 to 2016, 35 children, youth, and family focus agencies within metropolitan Philadelphia, including one from the State of New Jersey, with varied service agendas and populations contributed to the project by increasing the conversation and building an awareness within their organizations of the value of fathers in the lives of children and families. In that regard, in April, 2016, 25 of the 35 agencies that completed the requirements of the Father Friendly Flagship Project, received an Initial Certification as a Father Friendly Flagship Agency (3FA). Of the 25 agencies that received 3FA status, 17 of them petitioned The Strong Families Commission, Incorporated (THE COMMISSION) for 3FA Accreditation. In January, 2018, 12 of the 17 agencies were accredited as 3FAs. These 12 agencies began their reaccreditation cycle in January 2020.

Throughout the entire process, from 2012 to the present, the Father Friendly Flagship Project has utilized Participatory Action Research (P.A.R.) as an approach to working with agencies wanting to become more father friendly. This research model was chosen, as it seemed most compatible with functioning within a Community of Learners, where everyone is a teacher and a student at the same time. It is an on-going organizational learning process, a research approach that emphasizes co-learning, participation, and organizational transformation (Greenwood, D.J., 1993). PAR is generally characterized by four main principles: research is being conducted because of a need that is recognized by the community, members are involved in the study process, team work is required of all participants of the process, and recommendations for approval are made about all actions taken that can be attributed to the group.

In this regard, the 2020 3FA Accreditation Process Manual & Summary Guide & Appendices is no exception, in that the process for approval was interactive, any problem solving suggestions were introduced into a collaborative framework, and ultimately approved by all. In short, *“This report represents the consensus of the principal authors and participating members of the 3FA Community of Learners” as well as the Board of Commissioners of THE COMMISSION.*

# **Introduction: THE COMMISSION**

## **Overview of THE COMMISSION:**

The Strong Families Commission, Incorporated (THE COMMISSION) is a private, nonprofit, 501 (c) (3) registered charitable organization based in Philadelphia, Pennsylvania that is “*An Advocate for Strengthening Families and Improving Developmental Outcomes for Children by Promoting Greater Father Family Involvement in the lives of both Children & Families... And the Intentional Transformation of Social Service Agencies and Other Systems of Care to adopt and institutionalize a father inclusive posture, toward men within families.*”

THE COMMISSION’s vision is clear ... children and youth in Philadelphia, across the state of Pennsylvania, and around the country will benefit from and grow up with the support of both of their parents in a healthy and supportive environment.

Our appeal for advocacy calls for 1) greater father presence and involvement in the daily lives of children; 2) the elimination of policy and program barriers that affect family stabilization and successful reunification of families, including fathers, especially when there is or has been unintended family disruption; 3) leveraging resources to contribute to the well-being of child development; and 4) collaboration among Philadelphia organizations, and beyond, that are family-focused and recognizes the importance of a father’s contribution to the welfare of every child.


Among THE COMMISSION’s program initiatives are its Task Force on the Rights of Children to have access to both Biological Parents; Division of 3FA Accreditation, Continuing Education, and Quality Assurance; National Council of Fellows; SIR/PEAI (System Impediment Review/Public Education and Advocacy Initiatives); Southeastern Pennsylvania Men Advisory Board for the Recruitment, Study and Mentoring of Men Helping to Raise Children; The Schuylkill West Mobilization Project, and IAWF Harvey House Research Center for Family Well-Being, dedicated to educating Fathers Raising Children.

This Report addresses THE COMMISSION’s Division of 3FA Accreditation, Continuing Education, and Quality Assurance for Accredited Father Friendly Flagship Child and Family Service Provider Agencies (3FA’s), Children and Youth Institutions of adolescent Care, and Governmental Family Policy Centers that frame the delivery of services that impact the lives of children, families, and extended family connections.

The Commission does not and shall not discriminate on the basis of race, color, religion (creed), gender, gender expression, age, national origin (ancestry), sex, disability, sexual orientation, or military status, political beliefs, or marital or family status in any of its activities or operations. These activities include, but are not limited to, hiring and firing of staff, selection of volunteers and vendors, and provision of services. We are committed to providing an inclusive and welcoming environment for all members of our staff, clients, volunteers, subcontractors, vendors, and community partners.

**THE COMMISSION's *Principal Organizational Transformation Standards* for accrediting 3FAs includes an examination of the following 6Ps.**

- **Philosophy** – A statement that establishes the values, beliefs, and guidelines for the way an organization conducts its business and determines its relationship with its stakeholders —employees, customers, shareholders, suppliers, government, and the public at large.
- **Policies** – Written or oral statements designed to influence and determine all major decisions and actions within the organization. Said policies provide the context for all activities that take place within the boundaries set by the organization.
- **Programs** – A collection of resources defined as geared to accomplish a certain major goal or set of goals. A program can be an organization, unit of service, or a system with a set of related measures or activities with a particular long-term aim.
- **Procedures** – The specific methods employed within organizations to express policies in action in the day-to-day operations of service delivery units.
- **Practices** – The behaviors and actions of members of the organization.
- **Protocols** – A set of rules that describe the standard way an organization prefers to approach a task.

 *Please Note: Depending on the Unit of Transformation, e.g. Agency, Department or Program, the examination order of the 6Ps could change.*

**THE COMMISSION’s Scale of Excellence for Accrediting 3FAs includes four levels of Research Practice**

Levels of Practice	Title of Practice	Definition
Level Four	Evidence – Based Practice	Social, medical, clinical, or educational program service delivery <b>practice that has been replicated through rigorous research designs</b> in peer-reviewed research studies to be effective in producing improved or positive outcomes and supporting recovery in culturally diverse settings and populations.
Level Three	Evidence – Informed Practice	Social, medical, clinical, or educational program service delivery <b>practice that has demonstrated improved or positive outcomes in a limited number of peer-reviewed research studies</b> in different settings and populations.
Level Two	Emerging Practice	Social, medical, clinical, or educational program service delivery <b>practice that has demonstrated improved or positive outcomes through evaluation or research, which is limited in its research design and the practice has not yet been evaluated</b> through more rigorous or generalizable methods.
Level One	Promising Practice	Social, medical, clinical, or educational program service delivery <b>practice that has demonstrated improved or positive outcomes, as a result of organizational transformation</b> that includes changes in philosophy, policy, program, practice, procedures & protocols, but has not been supported through rigorous evaluation or research.

## **3FAs Who We Are: Father Friendly Flagship Agencies (3FAs)**

A 3FA can be a child and family service provider agency, a children and youth institution for adolescent care, and/or a governmental family policymaking center that frame (s) the delivery of services that impact the lives of children and families, including extended family connections.

3FAs are dedicated to the well-being of children, youth, and families, and is committed to the inclusion of fathers in a service delivery model, which has been accredited by *The Strong Families Commission, Incorporated* (THE COMMISSION), head-quartered in Philadelphia, Pennsylvania. The Inaugural Accredited Class of 3FAs were recognized in January 2018.

The 3FA Initiative evolved from a Stoneleigh Foundation Senior Fellow Project Initiative titled: “The Integration of Responsible Fatherhood within Foster Care Service Delivery and Other Children and Youth Servicing Systems.”

Since the inception of the Stoneleigh Foundation Fellow’s Project, 35 agencies within metropolitan Philadelphia, including one in the State of New Jersey, with varied service agendas and populations have participated in the continuous design process of the 3FA Initiative. Utilizing Participatory Action Research (P.A.R.) as a research model, participating agencies were engaged in 12 different strategies to inform their learning as follows:

1. Evidence based learning,
2. Reciprocal knowledge building and exchange,
3. Advocacy,
4. Collaboration,
5. Systems integration,
6. Agency self-assessment,
7. Focus-group learning,
8. Program evaluation,
9. Model development,
10. Responsible fatherhood training and curriculum design,
11. Technical assistance in the form of individual agency consultation for capacity building, and,
12. Strategies for agency system-wide policy and practice change.

The over-arching goal of the 3FA Initiative has been the enhancement of child well-being, via the expansion of the capacity of children-, youth-, and family-focused agencies to increase and sustain their ability to involve fathers in the lives of their children, through quality father engagement philosophy, policies, programs, procedures, practices, and protocols, known as THE COMMISSION’s (6P) Standards.



## **Expectation of 3FA's**

3FAs are a crucial component of THE COMMISSION's work, as they are tasked in collaboration with THE COMMISSION to: a) highlight the outcomes for children who have or had a father present and involved in their lives, present but non-involved in their lives, or absent from their lives all together; b) measure accredited 3FAs continued capacity growth to include fathers in service delivery; and c) encourage the implementation within children, youth and family-focused entities, the highest standards of measurable program practice, resulting in organizations being certified as having demonstrated either a Level One Research Practice (Promising Practice), Level Two (Emerging Practice), Level Three (Evidence-Informed Practice), or Level Four (Evidence-Based Practice).

3FAs are expected to play a major role not only in child safety, well-being and permanency, but also in preventing children and family disruption. Where opportunity exists, quick reunification of children preferably with biological parents, including fathers is expected. Kinship care givers, both maternal and paternal, where appropriate should be an alternative option for family reunification. Undergirding the above statement, always should be what is in the best interest of the child & family.

# Journey of Becoming an Accredited 3FA

## Application Process

Whether a child and family service provider agency, a children and youth institution for adolescent care, or a governmental family policymaking center, they all start their journey of becoming an accredited 3FA with a non-public informal evaluation of the applicant’s understanding, interest, capacity, and potential growth as an accredited 3FA entity.

The application evaluation process includes the following major steps:

1. Review by THE COMMISSION of the Applicant’s letter of Application for Consideration of Accreditation as a 3FA entity.
2. Submission of 3FA Pre-Candidacy Application, if invited by THE COMMISSION.
3. Receipt of Commission’s invitation to proceed in the form of a 3FA Invitation Letter offering 3FA Candidacy.
4. 3FA Candidacy Granted.
5. Awarding of 3FA Accreditation.

Applicants are evaluated throughout each phase of the 3FA Accreditation Process, with either the Applicant entity moving forward or being denied further consideration. Applicants can withdraw at any step in the process, resulting in THE COMMISSION’s acknowledgement in writing that the Application will be closed and sealed to the public.

<b>First Hurdle Letter of Application for Consideration of Accreditation</b>	<b>Description</b>
<b>Step Number 1:</b> Submission to THE COMMISSION, by Applicant, a letter of Application for Consideration of Accreditation as a 3FA entity (See 3FA Application Appendix A, Page 33).	Said letter should describe the Applicant’s understanding, interest, capacity and potential growth expected of all 3FA accredited entities. (See document pages 8-10)
<b>Step Number 2:</b> THE COMMISSION determines whether to invite Applicant to make application for Pre-Candidacy Status.	In a letter to the Applicant, THE COMMISSION communicates its decision to invite the Applicant to proceed with an Application for Pre-Candidacy or informs the Applicant that at this time, their application is not recommended for further consideration, spelling out the rationale for the decision, and inviting a re-submission of the Application, should the entity want to pursue the 3FA Accreditation Credential. This step in the process is considered informal and collegially friendly.

<b>Submission of Application for Pre-Candidacy Status</b>	<b>Description</b>
<b>Step Number 1: Submission of 3FA Application</b>	<p>Any child and family service provider agency, children and youth institution for adolescent care, or a governmental family policymaking center that frame (s) the delivery of services that impact the lives of children and families, and is interested in becoming an Accredited Father Friendly Flagship Agency (3FA) must submit a 3FA Pre-Candidacy Application to begin the formal process of their further consideration as an accredited Father Friendly Flagship entity (See 3FA Application Appendix B, Page 34).</p>
<b>Step Number 2: Initial Formal Interview</b>	<p>Once a formal application has been received and reviewed by THE COMMISSION for all necessary documents and/or certifications, and deemed eligible for further consideration, an initial interview will be scheduled.</p> <p>The purpose of the initial formal interview is to review the guidelines and requirements of the accreditation process, which requires an understanding of THE COMMISSION’s (6P) Standards, which are philosophy, policies, programs, procedures, practices, and protocols.</p> <p>The applicant must complete the initial formal interview in its entirety.</p>
<b>Step Number 3: Acceptance of the Application</b>	<p>Upon receipt of the full application and completion of the initial interview, THE COMMISSION will make a decision on whether the applicant has met the requirements for 3FA eligibility.</p> <p>A letter of invitation offering 3FA Pre-Candidacy Status will be made if the decision is made to proceed.</p> <p>The applicant has ten (10) business days to accept the invitation in writing. Failure to do so will be interpreted as a withdrawal.</p>
<b>Step Number 4: Denial of the Application</b>	<p>Should THE COMMISSION determine that the applicant has not met the requirements for 3FA eligibility, THE COMMISSION’s Board</p>

	of Directors will acknowledge its decision and end the application process with a written letter to the applicant, sent under the signature of the Administrator for the Division of 3FA Accreditation, Continuing Education, and Quality Assurance.
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### **Pre-Candidacy Process**

Following applicant’s acceptance of THE COMMISSION’s formal letter of invitation, offering 3FA Pre-Candidacy Status, the applicant is now a 3FA Pre-Candidate.

As such, the 3FA Pre-Candidate will accept and participate in:

- A Site visit;
- Submission of Community of Learners’ Membership Listing;
- Completion of IAWF’s Father Friendly Flagship Agency Self-assessment Survey Tool; and,
- Joint exit assessment to determine next steps, if any.

The Pre-Candidacy evaluation process includes:

1. Pre-Candidate scheduling and completing a site visit –  
Demonstration of the Pre-Candidate engagement of their Leadership Team, including the Chief Executive Officer / Executive Director, Board Member(s), program management staff, and all other appropriate staff who are expected to support the Pre-Candidate’s transformation to an accredited Father Friendly Flagship entity;
2. Pre-Candidate establishing and submitting an official listing of their Community of Learners;
3. Pre-Candidate’s Unit of Study voluntarily completes the IAWF Father Friendly Flagship Agency Self-Assessment Survey Tool; and,
4. Pre-Candidate hosting the Joint Assessment Meeting to review IAWF survey findings, thus certifying a completed step in the 3FA Accreditation Process.

If for some unforeseen reason, a decision needs to be made not to move forward after the issuance of the invitational letter, THE COMMISSION will acknowledge such in writing to the Pre-Candidate, and the entire application file will be closed and sealed to the public.

<b>The Pre-Candidacy Process</b>	<b>Description</b>
<b>Step Number 1: Schedule &amp; complete a site visit</b>	<p>The site visit is designed as an opportunity for THE COMMISSION to verify in-person the extent to which the Pre-Candidate is likely to be committed to completing the process.</p> <p>The purpose of the site visit is to provide a platform to introduce the evaluation team and outline the site visit process, including substantive required activities thereafter.</p>

	<p>The site visit includes, but is not limited to:</p> <ul style="list-style-type: none"> <li>▪ An entrance meeting of THE COMMISSION’s review team, which can consist of one or more persons, including the Pre-Candidate’s leadership team to which the Chief Executive officer / Executive Director invites Board Member(s), program management staff, and all other appropriate individuals to meet the 3FA Site Visit Review Team.</li> </ul> <p>THE COMMISSION’s site visit team review process may include:</p> <ul style="list-style-type: none"> <li>▪ Site tour;</li> <li>▪ Program service review;</li> <li>▪ Facility visit;</li> <li>▪ Observation of staff, managerial and non-managerial employees, as well as consumers; and,</li> <li>▪ Interviews with Board Member(s), as deemed necessary by the Site Visit Review Team.</li> </ul>
<p><b>Step Number 2: Establishment and submission of an official listing of “Community of Learners”</b></p>	<p>Upon completion of the site visit, the Pre-Candidate will establish and submit their proposed “Community of Learners” by name, title, and contact information.</p> <p>THE COMMISSION’s Site Visit Team reserves the right to approve the composition of the “Community of Learners” Participant Team.</p> <p>Accredited 3FAs participate in a “Community of Learners” process using a Trans-Disciplinary Approach to knowledge building and exchange, including submission of agreed upon documents for consultation and review.</p> <p>THE COMMISSION believes this process, when engaged properly, fosters collegial interaction, rather than outside audit anxiety.</p> <p>Consultation documents are examined and discussed non-publicly with individual agencies.</p>

<p><b>Step Number 3: Pre-Candidate’s Unit of Study voluntarily completes the IAWF Father Friendly Flagship Agency Self-Assessment Survey Tool</b></p>	<p>The next step in the Pre-Candidacy process is the Pre-Candidate’s completion of the IAWF Father Friendly Flagship Agency Self-Assessment Survey Tool.</p> <p>Upon completion of the IAWF Father Friendly Flagship Agency Self-Assessment Survey Tool, findings will be shared with the Pre-Candidate’s body of “Community of Learners.”</p>
<p><b>Step Number 4: Joint Assessment Meeting to review IAWF survey findings, and discuss continued interest in pursuing a 3FA Accreditation</b></p>	<p>An on-site Joint Assessment Meeting scheduled by THE COMMISSION’s Site Visitation Team will be organized within 30 days of survey completion, for the purpose of presenting survey findings from the IAWF Father Friendly Flagship Agency Self-Assessment Survey Tool.</p> <p>After the Joint Assessment Meeting, including all parties with decision-making authority, a decision will be made whether to agree to participate in THE COMMISSION’s 3FA Accreditation Research Model or not.</p> <p>Thereafter, with an informative decision to move forward in the 3FA Accreditation process, a letter of acceptance of Candidacy will be sent to the Pre-Candidate with explanation for next steps moving forward, as a Candidate for Accreditation.</p> <p>If by chance the decision is not to move forward, THE COMMISSION will acknowledge such in writing, and the entire application file will be closed and sealed to the public.</p>

# Work Begins: Candidacy Granted

## Collaborative and Independent Work Begins For THE COMMISSION and the Candidate

Responsibility of THE COMMISSION	Collaborative Activity between THE COMMISSION and the Candidate	Technical Advisor	Independent Activity and Deliverables of the Candidate
<b>Step Number 1</b>			
<p>Upon acceptance of a 3FA Application (See 3FA Application Appendix C, Page 38), any child and family service provider agency, children and youth institution for adolescent care, or a governmental family policymaking center that frame (s) the delivery of services that impact the lives of children and families, is assigned a <b>Technical Advisor</b> by THE COMMISSION to work directly with their Leadership Team, clarifying expectations and providing guidance.</p>	<p>The Candidate shares with THE COMMISSION its review of its philosophy, policies, programs, procedures, practices, and protocols (6Ps) for enhancement opportunities for institutionalizing Father Integration within service delivery to children and families.</p>	<p>Provides feedback and guidance.</p>	<p>Prepare Presentation Document to share with THE COMMISSION.</p> <p>The Candidate’s Leadership Team reviews its self-assessment findings as analyzed from the IAWF Father Friendly Flagship Agency Self-Assessment Survey Tool and reports its final self-analysis, assessment, conclusions, and recommendations for continued quality improvement of THE COMMISSION’s Principal Organizational Transformation Standards (6Ps) for Accrediting 3FA Service Providers.</p>
<b>Step Number 2</b>			
<p>In response to the Candidate’s Presentation regarding meeting THE COMMISSION’s Principal Organizational Transformation</p>	<p>The Candidate’s Leadership Team will consider, in collaboration with THE COMMISSION, the proposed options for continuous quality improvement of its</p>	<p>Provides feedback and guidance.</p>	<p>Should the Candidate’s Leadership Team determine that none of THE COMMISSION options are appropriate for their service delivery systems, they are free to</p>

Standards, THE COMMISSION will present to the Applicant at least three research strategies to address each of its six standards of excellence for consideration.	philosophy, policies, programs, procedures, practices, and protocols (6Ps) for enhancement opportunities for institutionalizing Father Integration within service delivery to children and families.		explore other possibilities that are.
<b>Step Number 3</b>			
Once a strategy or strategies for enhancing each of the 6Ps is selected, THE COMMISSION will draft a Pre-test of preference of management & staff.	The Candidate's Leadership Team, in collaboration with THE COMMISSION, will review and approve the proposed Pre-test prior to administrating same to manage and staff.	Provides feedback and guidance.	The Candidate is responsible for administering the Pre-Test.  Upon completion of the Pre-Test, the results will be shared with THE COMMISSION's Technical Advisor.
<b>Step Number 4</b>			
Candidates for 3FA Accreditation are required to commence a Capacity Building Initiative, starting with defining the unit of study, anticipated outcomes, proposed activities, and method of independent evaluation.  Previous examples of 3FAs Capacity Building Initiatives will be made available to the Applicant for review and study.	The Candidate's Leadership Team, in collaboration with THE COMMISSION's assigned Technical Advisor, will examine and discuss previous 3FAs Capacity Building Initiatives.	Provides feedback and guidance.	The Candidate's Leadership Team must develop and submit a proposed Capacity Building Initiative within a Program/Practice Context, for feedback from the Technical Advisor.  The Candidate's Leadership Team moves to implement the Capacity Building Initiative.  The Candidate submits internal evaluation of Capacity Building Initiative to THE COMMISSION, with recommendations and timeline for Quality Improvement.



<p style="text-align: center;"><b>Step Number 5</b></p> <p>Workforce development is considered a benchmark equal to that of THE COMMISSION’s 6Ps Principals to organizational transformation. In that regard, it will provide professional development workshop training through the use of Case Scenarios.</p>	<p style="text-align: center;"><b>Step Number 5</b></p> <p>THE COMMISSION and the Candidate are expected to sponsor at least one annual training, workshop, symposium, or conference during the course of each year.</p>	<p style="text-align: center;"><b>Step Number 5</b></p> <p>Provides feedback and guidance.</p>	<p style="text-align: center;"><b>Step Number 5</b></p> <p>The Candidate is expected to engage in its own workforce development involving management and staff.</p>
<p style="text-align: center;"><b>Step Number 6</b></p> <p>Upon the completion of the Candidate’s Capacity Building Initiative, THE COMMISSION, in consultation with the Candidate, schedules its presentation of its initial Capacity Building Initiative.</p>	<p style="text-align: center;"><b>Step Number 6</b></p> <p>The Candidate’s Leadership Team reports to THE COMMISSION feedback solicited from members of the public, peer group members, and stakeholders of child and family well-being.</p>	<p style="text-align: center;"><b>Step Number 6</b></p> <p>Provides feedback and guidance.</p>	<p style="text-align: center;"><b>Step Number 6</b></p> <p>The Candidate is responsible for carrying out its Capacity Building initiative, and reports the results of same, including the successes and challenges.</p>
<p style="text-align: center;"><b>Step Number 7</b></p> <p>The 3FA process is designed to institutionalize the work and learning gained from the above activities, and more. In that regard the Candidate is required to conceive, develop, and present a Draft Strategic Plan for Implementation of an Organizational Transformation Model.</p>	<p style="text-align: center;"><b>Step Number 7</b></p> <p>Both THE COMMISSION and the Candidate must agree on the final Strategic Plan, and date of Commencement and Completion, in order to receive 3FA Accreditation.</p>	<p style="text-align: center;"><b>Step Number 7</b></p> <p>Provides feedback and guidance.</p>	<p style="text-align: center;"><b>Step Number 7</b></p> <p>Said draft plan is to be presented to internal and external audiences by the Candidate.</p> <p>Evaluative comments are to be shared with THE COMMISSION.</p>

<p>Examples of previous 3FA Strategic Plans will be made available to the Candidate for consideration and collegial learning.</p>			
<p><b>Step Number 8</b></p>			
<p>The overarching purpose of the Candidate developing a Strategic Plan, is to transform their organization as Father Friendly, and to institutionalize programming that will promote and sustain greater father family involvement, within service delivery to children and families.</p> <p>Once the Candidate’s Strategic Plan has been approved, it is expected to become a part of the Applicant’s, culture that embraces and enhances its capacity and growth to serve men within families.</p> <p>Strategic Plans are measured over time for effectiveness, including the fulfillment of the requirements of the 3FA Agency Performance Matrix, which among other items required that the Candidate submit a Board approved vision, mission, or some other public statement, in full view or electronically,</p>	<p>THE COMMISSION in collaboration with the Candidate will jointly draft an agreement for Board Signature ensuring the sanctioning of resources, both fiscal and human to assist with the sustainability of the plan.</p>	<p>Provides feedback and guidance.</p>	<p>The Candidate is expected to work with The Board of Directors or their equivalent, to ensure the sanctioning of fiscal resources and workforce development to assist with the sustainability of the Plan.</p>

<p>that undergirds its value and philosophy that a Father’s love and full involvement in his children’s lives can be crucial to their health, well-being, and development.</p> <p>THE COMMISSION from time to time reserves the right to audit the presence of said statement or some facsimile.</p>			
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**Step Number 9**

<p>A requirement of 3FA Candidates include their participation during their period of accreditation, in THE COMMISSION’s on-going task to: a) highlight the outcomes for children who have or had a father present and involved in their lives, present but non-involved in their lives, or absent from their lives all together; b) measure accredited 3FAs continued capacity growth to include fathers in service delivery; and, c) support the implementation within children, youth, and family-focused service providers of pre-eminent practice standards, by encouraging the utilization of evidence based, informed,</p>	<p>THE COMMISSION and the Candidate will jointly draft a Memorandum of Understanding that states from time to time THE COMMISSION’s Candidate Oversight Team may ask to review minutes from meetings of the Community of Learners, dealing with general activities, projects – on-going or underway, as well as occasional site visits.</p>	<p>Provides feedback and guidance.</p>	<p>The Candidate’s Leadership Team, as well as its Community of Learners are expected to independently be engaged in the successful implementation of the approved Strategic Plan.</p>
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promising, and emerging best programs and practices.			
<b>Step Number 10</b>			
Upon completion of all 3FA standards and requirements, Candidates are eligible to receive 3FA Accreditation for a period of two years, with the opportunity for continued renewal, biennially.	THE COMMISSION will host an orientation training for the Candidate regarding THE COMMISSION’s Re-Accreditation Review Process, with the Applicant free to express initial challenges if any.	Provides feedback and guidance.	The Candidate is expected to complete a Post Survey of management and staff regarding the strategy chosen to transform the agency, a Post-Father Friendly 3FA Survey, as well as an evaluative survey of the Accreditation process itself.

# Re-Accreditation: Program Review Process

THE COMMISSION’s accredited 3FAs are entitled to be considered for re-accreditation when they maintain Accreditation Standards assuring better outcomes for children, youth, and families, inclusive of fathers, and make formal application seeking same (See 3FA Application Appendix D, Page 41).

Commission Task	Applicant Expectation
<b>Step Number 1: Preparation for Site Visit</b>	
<p>To assist THE COMMISSION in determining eligibility for Re-Accreditation of an Accredited 3FA, in good standing, THE COMMISSION will require a site visit to be scheduled.</p> <p>The site visit is designed to give THE COMMISSION an opportunity to verify in-person the extent to which Accreditation Requirements have been established, implemented and maintained in the day-to-day operations of the agency since the last accreditation period.</p>	<p>The 3FA is expected to host the site visit, which will include, but is not limited to:</p> <ul style="list-style-type: none"> <li>▪ An entrance meeting of the review team and agency leadership to which the 3FA’s Chief Executive Officer / Executive Director is expected to invite Board Member(s), management staff, and all other appropriate individuals.</li> </ul> <p>The purpose of the entrance meeting is to provide a formal platform to introduce the evaluation team and outline the site visit process.</p>
<b>Step Number 2: Site Visit</b>	
<p>THE COMMISSION’s site visit team review process may include:</p> <ul style="list-style-type: none"> <li>▪ Organization tour,</li> <li>▪ Program service review,</li> <li>▪ Facility visit,</li> <li>▪ Interviews with staff, managerial and non-managerial employees,</li> <li>▪ Consumer observations,</li> <li>▪ Interviews with Board Member(s), and</li> <li>▪ Other activities as deemed necessary by the review team.</li> </ul> <p><b>Program service reviews</b> may include, but are not limited to:</p> <ul style="list-style-type: none"> <li>▪ Records (releases, registration forms, &amp; consents), e.g. Program and Operational Procedures, Policies, Management Reports;</li> <li>▪ Training Curricula;</li> </ul>	<p>The 3FA Leadership Team is expected to make personnel and systems available to facilitate the Re-Accreditation process, which includes, but is not limited to, the agency’s grounds, program services &amp; reviews, physical facility, volunteers, and governing bodies – advisory and/or legal.</p>

<ul style="list-style-type: none"> <li>▪ Plans (Strategic, Short-term, Financial, HR Planning, Emergency, PQI, Training);</li> <li>▪ Contracts / Insurance;</li> <li>▪ Staff Personnel Files;</li> <li>▪ Training Records;</li> <li>▪ Meeting Minutes;</li> <li>▪ Logs (fire drills, medication management);</li> <li>▪ CQI, Data Reports; and</li> <li>▪ Written Narratives.</li> </ul> <p><b>Facility visits</b> may include, but are not limited to:</p> <ul style="list-style-type: none"> <li>▪ Maintenance services,</li> <li>▪ Agency security,</li> <li>▪ Accessibility protocols,</li> <li>▪ Vehicles,</li> <li>▪ Client rights posters,</li> <li>▪ Staff/client interactions,</li> <li>▪ Management Information System,</li> <li>▪ Client file security, and</li> <li>▪ Program delivery models.</li> </ul> <p>Site visit may include a review of case records, and minutes of governing body and committee meetings, with due regard for privacy requirements; and the observation of routine organizational activities.</p>	
<b>Step Number 3: Exit Interview</b>	
<p>Depending on Site Visit Review Team Findings, the Exit Interview could include one or more of the following:</p> <ul style="list-style-type: none"> <li>▪ Interviews with staff, supervisors, leadership, persons served, community members, and focus groups, utilizing surveys and/or questionnaires.</li> </ul>	<p>The 3FA Leadership Team is expected to support, engage, and cooperate in the Exit Re-Accreditation Interview Process.</p>

# 3FA Accreditation Comprehensive Summary Guide

On November 17, 2016, The Strong Families Commission, Incorporated (THE COMMISSION) adopted an Accreditation, Continuing Education and Quality Assurance component for its internal programming and product out-puts, including its (3FA) initiative.

The Quality Assurance component is designed to assist THE COMMISSION with continuous vetting of its mission, vision, goals, and objectives as they relate to strengthening families and improving child well-being. THE COMMISSION's overall goal for 3FA agencies is the **inclusion of responsible fathers** in their service delivery models for children, youth and families; **advocacy** for the elimination of policy and program barriers that affect the successful reunification of children and families, including Fathers; the **leveraging of resources** to contribute to the well-being of children and families; and **intentional collaboration** among organizations in Philadelphia and beyond that are family-focused and inclusive of Fathers.

THE COMMISSION defines a responsible father as one who: **reduces** the chances of un-partnered fertility; where exist, takes responsibility for owning the paternity, when scientifically verified; **engages** in collaborative parenting with the child's mother, and or with the custodial parent (s) of the child; **acts** as a responsible adult source for emotional, social, physical, intellectual, spiritual, and financial care giving; **maintains** an active presence throughout the child's span of life, and into adulthood; and **is willing** to collaboratively work with extended members of the child's family to achieve economic stability and wealth acquisition in order to provide for the child's financial needs over time.

**The purpose of the Guide is to facilitate the successful completion of the Application for 3FA Accreditation, and thereafter, to insure that the Accredited 3FA continues to improve the quality of its work to include fathers in their service delivery model for children, families and extended family connections.**

**Included in the guide are the beginning requirements for initial consideration of a 3FA Accreditation, and steps defining the process for obtaining Pre-Candidacy Status, Full Candidacy Status, and the Re-Accreditation Program Review Process. Also contained in the guidelines are a set of agency benefits from participating in continuing education training offered by THE COMMISSION; examples of accreditation milestones, a recommended self-study process, 3FA Accreditation fees; and successful strategies for maintaining one's accreditation through collegial and organization's on-going engagement.**

## **Beginning Requirements for 3FA Accreditation:**

- I. The Accreditation Process begins with the submission of a Strong Families Commission application, for consideration of Accreditation as a 3FA.
- II. The Application is reviewed by THE COMMISSION
- III. An initial telephone interview is scheduled by THE COMMISSION
- IV. An interactive telephone interview with the Applicant and its leadership team is conducted
- V. After the interview, THE COMMISSION decides to accept or deny the Application.

- VI. If Application is accepted, THE COMMISSION proceeds with an invitation letter offering 3FA Pre-Candidacy Status.
- VII. Should THE COMMISSION determine that the Applicant does not meet the requirements for 3FA eligibility, the Applicant will be notified in writing and the entire application file will be closed, and sealed to the public.

**Successful Applicants are required to fully engage in the 3FA Pre-Candidacy Process:**

- I. THE COMMISSION successfully schedules a Site Visit with the Applicant.
- II. Actual Site Visit occurs.
- III. Applicant establishes an on-going Community of Learners.
- IV. Applicant selects a Unit of Study.
- V. Applicant completes the IAWF 3FA Self-Assessment Tool.
- VI. Applicant receives and review the findings.
- VII. Joint Assessment Meeting is scheduled to review the findings.
- VIII. Decision to move forward or not is made.
- IX. Decision not to move forward causes the Applicant to be notified in writing and the application file to be closed and sealed to the public.
- X. Decision to move forward, Applicant is notified in writing of 3FA Candidacy Status, and a Technical Advisor is appointed.

**Candidacy Granted and the Work Begins**

- I. Technical Advisor is appointed.
- II. Collaborative and Independent work begins.
- III. Candidate review of its philosophy, policies, programs, procedures, practices, and protocols (6Ps) for enhancement opportunities for institutionalizing Father Integration within service delivery to children, families, fathers, and extended family connections.
- IV. THE COMMISSION offers suggestions and/or strategies for enhancing one or more of the six 6Ps.
- V. THE COMMISSION collaborates with Candidate Leadership Team and engages in the development of a management and staff pre-test exercise regarding proposed changes to 6Ps.
- VI. Candidate Administers the Pre-test.
- VII. Collaborative Leadership Team reviews the pre-test results, and the Candidate institutes findings where possible and appropriate.
- VIII. Leadership Team required to develop a capacity building initiative, with a defined unit of study, anticipated outcomes, proposed activities, and method of independent evaluation
- IX. THE COMMISSION reviews the initiative and offers suggestions.
- X. Presentation of capacity building initiative is presented to internal and external colleagues for feedback.
- XI. Workforce Development or professional training is considered a benchmark equal to the 3FA 6Ps Standards for "...Intentional Transformation of Social Service Agencies and Other Systems of Care that Serve Communities and Families."
- XII. Development of a Strategic Plan.
- XIII. Presentation of Strategic Plan.



- XIV. Signing of Agreement Pledge by Board Leadership to implement and to sustain the 3FA Strategic Plan.
- XV. Level One Accreditation is approved initially for successful candidates, by THE COMMISSION.
- XVI. Candidates that feel they qualify for a higher level of Research Practice may petition THE COMMISSION for further review, by submitting Research Practice evidence that meets one or more of THE COMMISSION's Research Scale of Excellent for Accrediting 3FAs. This petitioning process does not require an additional fee.
- XVII. 3FA are entitled to be considered for re-accreditation when they maintain standards assuring better outcomes for children, families, inclusive of fathers, and extended family connections.

**Participating agencies benefit from Continuing Education in the following areas:**

- I. Leadership & Organizational Philosophy at the Board of Directors and CEO level.
- II. Leadership & Organizational Philosophy below the CEO.
- III. Program Management as reflected in Father Friendly Philosophy, Policies, Programs, Practices, Procedures, & Protocols.
- IV. Program Development & Enhancement.
- V. Staff Development (Internal) & Professional Development (External).
- VI. Program Physical Environment.
- VII. Parent Education Programming.
- VIII. Developing an Intentional Responsible Fathering Agenda.
- IX. Community Outreach, Collaboration, & Organizational Networking.
- X. Hiring, Training & Integrating Males within children, youth and family-focused systems of care.

**Examples of Accreditation Milestones: More details about the 3FA Candidacy Process:**

THE COMMISSION makes a preliminary determination of eligibility after it receives a completed application from a child and family service provider agency, a children and youth institution for adolescent care, or a governmental family policymaking center that frames the delivery of services that impact the lives of children and families.

As a prerequisite for 3FA Accreditation, applicants are required to comply with THE COMMISSION's 6Ps Standards for "...Intentional Transformation of Social Service Agencies and Other Systems of Care to adopt and institutionalize a father inclusive posture, toward men within families, by fully engaging in and completing the 3FA Process. Completion of the Process requires minimally the investment of one year. The Standards require completion of, but not limited to, the following activities, some of which can occur simultaneous with the completion of other tasks. For Example:

**Prior to Application Submission:**

- I. Administrative staff review of the 3FA Model and expressed willing to learn more.

- As the 3FA Accreditation Model is housed on THE COMMISSION’s Website, interested parties can avail themselves of the transformative model, work requirements, and fees for 3FA Accreditation prior to the submission of a 3FA Application.
- II. Identification and acquisition of financial and human resources to support the 3FA change process.
- As the 3FA Accreditation Model is housed on THE COMMISSION’s Website, interested parties can avail themselves of the transformative model, work requirements, and fees for 3FA Accreditation prior to the submission of a 3FA Application.

**Application for Pre-Candidacy Phase of the Process:**

- I. 3FA Program Orientation.
  - During the Application Process for Pre-Candidacy Status.
- II. Administrative staff meeting with Board for approval to move forward with 3FA model implementation.
  - During the Application Process for Pre-Candidacy Status.
- III. Administrative staff meeting with supervisory and line staff to formally introduce idea and model.
  - During the Application Process for Pre-Candidacy Status.
- IV. Institution of a safety mechanism to receive agency management and staff anonymous feedback prior to moving forward with implementation.
  - During the Application Process for Pre-Candidacy Status.
- V. Reaching an unequivocal decision to move forward with model implementation, and appropriate consideration of agency management and staff feedback received.
  - During the Application Process for Pre-Candidacy Status.

**During the Pre-Candidacy Process:**

- I. Administering an appropriate “IAWF Father Friendly Flagship Agency Self-Assessment Baseline Check-Up Survey” to staff and management.
  - During the Pre-Candidacy Process.
- II. Identification of key group of staff to champion the 3FA change process
  - During the Pre-Candidacy Process.
- III. Definition of areas in need of improvement: Project Target or Project Targets for the 3FA change process.
  - During the Pre-Candidacy Process.
- IV. Examine existing agency philosophy, policies, programs, practices, procedures, and protocols.
  - During the Pre-Candidacy Process.

**During Candidacy Process:**

- I. Introduction and Review of Quality Improvement Team that meets regularly.
  - During Candidacy Process.
- II. Identification of evidenced base measurable practices to indicate agency improvements
  - During Candidacy Process.

- III. Acquisition and administration of staff training required to support the 3FA change process.
  - During Candidacy Process.
- IV. Roll-Out Revisions of philosophy, policies, practices, programs, procedures and protocols to staff and management.
  - During Candidacy Process.
- V. Verification of environmental friendliness to fathers (Internal and External verification)
  - During Candidacy Process.
- VI. Adoption of a Continuous Quality Improvement Plan (e.g. DAPIM; Quantum Workplace 8 Steps to Improving Employee Engagement; or Other Equivalent Model That Measures Performance), if one does not exist.
  - During Candidacy Process.
- VII. Completion of a Post Year-One Assessment of effectiveness of changes in father involvement, Using the IAWF Father Friendly Flagship Agency Post Self-Assessment Check-Up, and formulation of a Supplemental Plan for change where needed.
  - During Candidacy Process.
- VIII. Preparation of a message to other agencies in like system of care regarding the 3FA change process.
  - During Candidacy Process.
- IX. Present agency's strategic plan to system stakeholders for sustaining and improving the work.
  - During Candidacy Process.
- X. Agency officially adopts the project initiative with an end date and an approved method of evaluation.
  - During Candidacy Process.

### **Applicant Self-Study Process:**

THE COMMISSION recommends, but does not require, that an agency contemplating applying for Accreditation as a Father Friendly Flagship Agency (3FA) complete a self-study prior to acceptance into the program. Such a process however, can be invaluable in ascertaining the agency's readiness to apply for Accreditation.

The benefits of an agency conducting a pre-self-study include providing early understanding of THE COMMISSION's 3FA 6P Standards for Father Friendliness, the degree to which an agency is already satisfying and utilizing THE COMMISSION's Standards, and the detection of philosophy, policies, programs, procedures, practices and protocols that already meet THE COMMISSION's 3FA Organizational Standards for Father Friendliness.

*The Following recommendations may be helpful in preparing for the Accreditation process and the associated site visit:*

- **Prepare and Orient Staff to the Commission Accreditation Process:**  
Throughout the application process staff readiness to support your agency's pursuit of Accreditation is critical to a positive Accreditation outcome. Staff should know why the

program is seeking Accreditation, what it hopes to achieve, what they can expect, how the process will affect their time and workload, etc.

- **Establish A Protocol To Track And Monitor Achievement of Accreditation Objectives:**

This information should be available to your entire organization, to maximize progress toward successful Accreditation. It is important to check THE COMMISSION website for any updates to the Accreditation process, as well as your appointed Technical Advisor.

- **Appoint an Accreditation Task Force:**

A task Force, consisting of membership with responsibilities appropriate for your agency, can function to monitor task assignments, facilitate progress, assess policies, procedures and practices, and generally facilitate management of the Accreditation process

- **Develop a Work Schematic Diagram With Assignment of Responsibilities and Incorporation of Key Deadlines:**

It is important to track key COMMISSION and internal deadlines to insure progress toward Accreditation. A schema should also include specific staff/committee assignments related to Standards review and preparation of Accreditation materials. A schema can assist with maintaining the management and staff focus and smoothly moving in the Accreditation process. Examples of committees may include Personnel, Training, Buildings and Grounds, Planning and Quality Improvement; and Service Delivery.

- **Train Staff Responsible For Assessment on Commission Accreditation Standards:**

It is essential that staff understand THE COMMISSION's Standards against which agency philosophy, policies, programs, practices, procedures and protocols will be evaluated.

- **Establish an Implementation Record Tracking Process:**

It is important to remember that your agency will be reviewed against the extent to which COMMISSION Standards have been incorporated into the way that your agency does business and provides services on a day-to-day basis. In other words, successful Accreditation requires *evidence* that staff and/or stakeholders are both *aware of and are applying* a policy or procedure. Evidence may include documentation such as occurrence of an activity, meeting minutes, attendance records, facility improvements, data reports, survey responses, and on-site observations, and/or agendas. Please be aware that several multiple sources of evidence may be assessed, including interviews/discussion with staff and/or other stakeholders serving as primary sources of evidence.

- **Assess Your Agency Philosophy, Policies, Practices, Programs, Procedures, and Protocols, Against the Commission Standards:**

In preparing for your agency's Self-Assessment, you will be looking at your philosophy, policies, programs, procedures, practices, and protocols against THE COMMISSION's Standards for quality father engagement. The results of your self-assessment should help guide your efforts to meet and demonstrate implementation of THE COMMISSION's Standards.

The following may be helpful with self-assessing Implementation:

- Review each applicable section of Standards and evaluate the extent to which agency has implemented the standard and can demonstrate that it has been implemented.
  - Check the extent to which each standard requirement is met and addressed by a written policy or procedure addressing all elements/requirements of the related standard(s).
- **Establish A Tracking Mechanism:**  
The Accreditation process requires handling a variety of tasks related to several aspects of your agency's operations. Therefore, it is essential to track your progress and time lines associated with your progress against THE COMMISSION's Accreditation Standards. A number of different staff or teams of staff might be in various stages of assessing practices, updating or creating new policies or procedures, initiating entirely new practices, undergoing training etc. At any given moment you should know what has been finished, what is still being worked on, and what work still needs to be started. A variety of resources may be utilized to track progress, including hard copies or electronic programs.

### **Application Fees**

The Accreditation process is initiated by submission of an application. Accreditation application forms can be requested by emailing [info@iawfpa.com](mailto:info@iawfpa.com) or downloading them from THE COMMISSION's website address at <http://www.thestrongfamiliescommission.com/>. Completed applications may be submitted electronically via email to THE COMMISSION at [info@iawfpa.com](mailto:info@iawfpa.com) or mailed to THE COMMISSION's P.O. Box 13502, Philadelphia, Pennsylvania 19101. Applications must be accompanied by a non-refundable application fee.

### ACCREDITATION CYCLES:

3FA Accreditation operates on a bi-annual period that begins July 1 of even numbered years. However, applications are accepted and Accreditation granted throughout the intervening periods.

### ACCREDITATION FEES:

The 3FA Accreditation process is designed as a self-sustaining initiative. Therefore, the Accreditation process requires fees for achieving and maintaining quality program Accreditation activity. Programs are notified of any fee change six (6) months before the billing date. The current schedule of fees is as follows:

- 3FA Application:
  - Free of Charge
- Review of 3FA Application for Pre-Candidacy, including program orientation and collaborative interview:
  - \$500.00 Fee

- The Pre-Candidacy Process, including scheduling and completion of face-to-face site visit, submission and verification of official listing of Community of Learners, completion of the IAWF Father Friendly Flagship Agency Self-Assessment Survey Tool, and a Joint Assessment Meeting to review survey findings:
  - Application fee: \$3,000.00
  - Annual fee beyond year one: \$1,000.00
- Programs in Candidacy:
  - Initial Application fee: \$5,000.00
  - Annual fee beyond year one: \$1,500.00
- Re-Accreditation Applications: Program Review Process:
  - Initial Application Fee: \$2,500.00
  - Annual Fee beyond year one: \$1,200.00

***Please note the above fee schedule relates to Philadelphia County only; all other fees are negotiated based on location, travel time, overnight accommodations, and Consultant (s) Fee.***

**Commission Action on Completed Applications: Please read carefully:**

Upon receipt of a completed 3FA Application, for any phase of the Accreditation Review Process, with application fee, THE COMMISSION will review the submission. Thereafter, THE COMMISSION will take one of the following two actions:

- *Grant admission status*
- *Deny admissions status*

The decision to deny admission to a 3FA Accreditation status officially closes the application. Denials will be accompanied by an explanation of the deficiencies that were determined to exist in the application. However, the denial of pre-candidacy does not preclude submission of a new application in the future.

Applicants granted admission status to any 3FA Accreditation program or activity will receive notice of THE COMMISSION’s decision. The applicant will be required to acknowledge the notification by endorsing the notification and returning the same. The endorsement constitutes the execution of the “contract” between the agency and THE COMMISSION, acknowledging the agency’s agreement to timely comply with the remainder of the Accreditation process.

Please note that when an authorized person signs this agreement, they are agreeing to the terms and conditions as outlined in THE COMMISSION’s 3FA Accreditation Guidelines and Supporting Documents Publication (Current Edition at time of Submission of Application with

Fees). When submitting the signed/approved agreement, the Accreditation fee is due in full to THE COMMISSION.

**Accreditation Assessment:**

Following issuance of the assessment of your application, you will be afforded an opportunity to respond to any findings of deficiency that prevent your Application from becoming accepted. Submission of a response may lead to re-consideration of the application by THE COMMISSION.

**Final Step in the Accreditation Process:**

THE COMMISSION's Board of Commissioners makes the final decision on all Accreditation Applications. After successful completion of the entire Accreditation process, accredited status is in force for two years and may be renewed bi-annually.

**Maintaining Your Accreditation**

Following successful achievement of Accreditation, continuous maintenance and quality improvements required for Accreditation renewal, documented by submission of a *Bi-Annual Renewal of Father Friendly Flagship Agency Accredited Status (BARFFFAAS) Application*. This application form along with others can be retrieved from THE COMMISSION's Website or by emailing for same at [info@iawfpa.com](mailto:info@iawfpa.com).

Please address questions to THE COMMISSION by either email or Post Office Address as follows:

- Email Address – [info@iawfpa.com](mailto:info@iawfpa.com)
- Post Office Address: The Strong Families Commission, Incorporated  
P.O. Box 13502  
Philadelphia, Pennsylvania 19101

# Appendices

**Appendix A**  
**Applicant's Instruction for Letter of Application for**  
**Consideration of Accreditation as a 3FA Entity**  
**(Page 33)**

**Appendix B**  
**3FA Formal Application**  
**For Pre-Candidacy Accreditation Status & Entity Pledge**  
**(Page 34)**

**Appendix C**  
**3FA Formal Application for Candidacy Accreditation Status**  
**& Entity Certifications**  
**(Page 38)**

**Appendix D**  
**3FA Formal Application for Re-Accreditation Status**  
**& Format of A 3FA *Bi-Annual Renewal Report for Submission***  
**(Page 41)**





*An Advocate for Strengthening Families and Improving Developmental Outcomes for Children, by Promoting Greater Father Family Involvement in the lives of both Children and Families...And the Intentional Transformation of Social Service Agencies and Other Systems of Care, to adopt and institutionalize a father inclusive posture, toward men within families.*

## **Appendix A**

### **Applicant's Instruction for Letter of Application For Consideration of Accreditation as a 3FA Entity**

To Whom It May Concern,

Whether a child and family service provider agency, a children and youth institution for adolescent care, or a governmental family policymaking center, they all start their journey of becoming an accredited 3FA with a non-public informal evaluation of the applicant's understanding, interest, capacity, and potential growth as an accredited 3FA entity.

Applicants are evaluated throughout each phase of the 3FA Accreditation Process, with either the Applicant entity moving forward or being denied further consideration. Applicants can withdraw at any step in the process, resulting in THE COMMISSION's acknowledgement in writing that the Application will be closed and sealed to the public.

The first hurdle in the process for all applicants is the submission to THE COMMISSION, by the Applicant, a letter of Application for Consideration of Accreditation as a 3FA entity. Said letter should describe the Applicant's understanding of what is and is expected of a 3FA; why the interest in becoming a 3FA; current or future capacity to function as a 3FA; and the potential growth expected of all 3FA accredited entities to be able to support the mission and vision of The Strong Families Commission, Incorporated (THE COMMISSION).

Said letter of Application should be placed on the official stationary of the agency, institution or policymaking center making application, and addressed to The Strong Families Commission, P.O. Box 13205, Philadelphia, Pennsylvania 19101, or emailed to [info@iawfpa.com](mailto:info@iawfpa.com).

Applications will be reviewed in the order in which they are received and are welcomed throughout the year.

Thank you for your interest.



*An Advocate for Strengthening Families and Improving Developmental Outcomes for Children, by Promoting Greater Father Family Involvement in the lives of both Children and Families...And the Intentional Transformation of Social Service Agencies and Other Systems of Care, to adopt and institutionalize a father inclusive posture, toward men within families.*

## **Appendix B**

### **3FA Formal Application**

### **For Pre-Candidacy Accreditation Status**

### **& Entity Pledge**

The Strong Families Commission Incorporated (THE COMMISSION) Formal 3FA Accreditation process is initiated by submission of one of three applications: Pre-Candidacy Status, Candidacy Status, or Re-accreditation Status.

Application forms are available on request; simply email your request to [info@iawfpa.com](mailto:info@iawfpa.com) or send your request to THE COMMISSION's P.O. Box at 13502, Philadelphia, Pennsylvania 19101, or download the application from THE COMMISSION's website address at <https://www.thestrongfamiliescommission.com/>.

Completed applications may be submitted electronically to THE COMMISSION Chair at [drrslynchtsfc@iawfpa.com](mailto:drrslynchtsfc@iawfpa.com) or via U.S. mail to THE COMMISSION at P.O. Box 13502, Philadelphia, Pennsylvania 19101.

Formal Applications for Accreditation must be accompanied by a non-refundable application fee.

#### **ACCREDITATION CYCLES:**

3FA Accreditation operates on a July 1 – June 30 cycle annually. However, applications for Accreditation are accepted and reviewed when submitted.

#### **ACCREDITATION FEES:**

The **3FA** Accreditation process is designed as a self-sustaining initiative. Therefore, the Accreditation process requires fees for achieving and maintaining program quality assurance.

Programs are notified of any fee change six (6) months before the billing date. The current schedule of non-refundable fees is as follows:

- 3FA Application:
  - Free of Charge

- Review of 3FA Application for Pre-Candidacy, including program orientation and collaborative interview:
  - \$500.00 fee
  
- The Pre-Candidacy Process, including scheduling and completion of face-to-face site visit, submission and verification of official listing of Community of Learners, completion of the IAWF Father Friendly Flagship Agency Self-Assessment Survey Tool, and Joint Assessment Meeting to review survey findings:
  - Application fee: \$3,000.00
  - Annual fee beyond year one: \$1,000.00
  
- Programs in Candidacy:
  - Initial Application fee: \$5,000.00
  - Annual fee beyond year one: \$1,500.00
  
- Re-Accreditation Applications: Program Review Process
  - Initial Application Fee: \$2,500.00
  - Annual Fee beyond year one: \$1,200.00

*Please note the above fee schedule relates to Philadelphia County only; all other fees are negotiated based on location, travel time, overnight accommodations, and Consultant (s) Fee.*

The following information is required for Pre-Candidacy Status:

## **SECTION I: ORGANIZATIONAL INFORMATION & ATTACHMENTS**

A. Organization: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_ Website \_\_\_\_\_

Governing Body Chair:	_____	_____
	Name	Contact Information

Lead Contact Person:	_____	_____
	Name	Contact Information

ORGANIZATION Mission and Vision Statement:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

*Please note the documentation required in each of the following sections*

\_\_\_ Describe the history of your organization including your primary service and service population, including the basis for your interest in achieving a 3FA Accreditation.

Label this Attachment 1 – Organizational History

\_\_\_ If your organization has an IRS 501(c) (3) status, attach a copy of its IRS notification letter.

Label this “Attachment 2 –Internal Revenue Status.”

\_\_\_ Is your organization an employer of staff? Yes  or No  if yes, attach the table of contents from your organization’s human resources and financial policies or procedures manual. If your organization does not have a policies or procedures manual, attach materials to demonstrate that the human resource, financial affairs, and legal obligations and commitments are met (for example, organization’s bylaws or membership guidelines).

Label this “Attachment 3 –Policies and Procedures.”

\_\_\_ Attach an organizational chart that shows the structure and staff reporting relationships for your organization. If your program is part of a larger institution, include an organizational chart that shows the position of the program in relation to the institution’s overall structure.

Label this “Attachment 4 – Organizational Structure.”

\_\_\_ If your program has annual audited financial statements, attach a copy of these statements for the past year, or, if your program does not have annual audited financial statements, attach an income and expense statement for your Program for the past year.

Label this “Attachment 5 – Financial Statement”

## Entity Pledge

In submitting this application we acknowledge and affirm the following:

- Our organization accepts and is willing to adhere to THE COMMISSION’s definition of a 3FA entity.
- The submission of this application has been approved by the organization’s governing entity.
- Materials submitted to THE COMMISSION in any format will not contain any untrue statements, will not omit any necessary material facts, will not be misleading, will fairly represent the organization, and are the property of the organization applying for accreditation.
- The enclosed required Application fee is non-refundable.

- Decisions of THE COMMISSION on Accreditation applications are final and not appealable.

Name of the Agency:

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Signature of Authorized Party and Date:

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Printed Name and Title of Authorized Signatory:

---

Contact Information for Primary Contact:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Email Address: \_\_\_\_\_



*An Advocate for Strengthening Families and Improving Developmental Outcomes for Children, by Promoting Greater Father Family Involvement in the lives of both Children and Families...And the Intentional Transformation of Social Service Agencies and Other Systems of Care, to adopt and institutionalize a father inclusive posture, toward men within families.*

## **Appendix C**

### **3FA Formal Application For Candidacy Accreditation Status & Entity Certifications**

The Strong Families Commission Incorporated (THE COMMISSION) Formal 3FA Accreditation process is initiated by submission of one of three applications: Pre-Candidacy Status, Candidacy Status, or Re-accreditation Status.

Application forms are available on request; simply email your request to [info@iawfpa.com](mailto:info@iawfpa.com) or send your request to THE COMMISSION's P.O. Box at 13502, Philadelphia, Pennsylvania 19101, or download the application from THE COMMISSION's website address at <https://www.thestrongfamiliescommission.com/>.

Completed applications may be submitted electronically to THE COMMISSION Chair at [drsrlynchtsfc@iawfpa.com](mailto:drsrlynchtsfc@iawfpa.com) or via U.S. mail to THE COMMISSION at P.O. Box 13502, Philadelphia, Pennsylvania 19101.

Formal Applications for Accreditation must be accompanied by a non-refundable application fee.

#### **ACCREDITATION CYCLES:**

3FA Accreditation operates on a July 1 – June 30 cycle annually. However, applications for Accreditation are accepted and reviewed when submitted.

#### **ACCREDITATION FEES:**

The **3FA** Accreditation process is designed as a self-sustaining initiative. Therefore, the Accreditation process requires fees for achieving and maintaining program quality assurance.

Programs are notified of any fee change six (6) months before the billing date. The current schedule of non-refundable fees is as follows:

- 3FA Application:
  - Free of Charge

- Review of 3FA Application for Pre-Candidacy, including program orientation and collaborative interview:
  - \$500.00 fee
  
- The Pre-Candidacy Process, including scheduling and completion of face-to-face site visit, submission and verification of official listing of Community of Learners, completion of the IAWF Father Friendly Flagship Agency Self-Assessment Survey Tool, and Joint Assessment Meeting to review survey findings:
  - Application fee: \$3,000.00
  - Annual fee beyond year one: \$1,000.00
  
- Programs in Candidacy:
  - Initial Application fee: \$5,000.00
  - Annual fee beyond year one: \$1,500.00
  
- Re-Accreditation Applications: Program Review Process
  - Initial Application Fee: \$2,500.00
  - Annual Fee beyond year one: \$1,200.00

*Please note the above fee schedule relates to Philadelphia County only; all other fees are negotiated based on location, travel time, overnight accommodations, and Consultant (s) Fee.*

The following is required for Approval of Candidacy Status:

**LETTER OF BOARD CONFIRMATION OF WILLINGNESS TO COMPLY  
WITH APPROVED 3FA POLICY STANDARDS BELOW  
FOR ACCREDITING FATHER FRIENDLY FLAGSHIP ENTITIES**

**SECTION I: Letter of Board Confirmation**

An accredited 3FA (Agency, Institution, or Policymaking Center) is expected to:

1. From the beginning, be willing to engage an external evaluator
2. Actively engage and support a community of learners within your organization
3. Participate in (internal and external) organizational self-assessments to improve quality of service
4. Select a service area for increase capacity building
5. Explore capacity building opportunities
6. Attend and participate in child and father trainings that represent evidence based, informed, promising, and/or emerging best practices
7. Develop a strategic plan for the selected area of organizational transformation, with a time line to carry out the plan, as well as measure its success
8. Present the plan to outside stakeholders and receive feedback
9. Take action to institutionalize the plan within the organization with sufficient resources: both fiscal and human
10. Tell your story to others

Label your letter as “Attachment 1 – Letter of Board Confirmation”

## SECTION II: ENTITY CERTIFICATIONS

In submitting this application we: *(Name of Entity)* certify that:

- The submission of this application has been approved by the organization’s governing entity;
- We understand and attest that our organization’s activities adhere to THE COMMISSION’s definition of a 3FA Entity;
- We Understand and attest that by virtue of submitting an application for full Accreditation and having paid the Application fee to THE COMMISSION, our organization agrees to follow all relevant COMMISSION policies and procedures;
- We Attest that all the materials submitted to THE COMMISSION in any format will not contain any untrue statements, will not omit any necessary material facts, will not be misleading, will fairly present the organization, and are the property of the organization applying for Accreditation;
- We understand that all Fees are non-refundable; and
- We understand that all FINAL DECISIONS of THE COMMISSION on Accreditation applications, including those that were further reviewed, are final and not-appealable.

Signature of Authorized Party:

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Printed Name and Title of Authorized Signatory:

---

Name, Title, and Contact Information for Primary Contact:

---

Date: \_\_\_\_\_





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## **Appendix D**

### **3FA Formal Application for Re-Accreditation Status & Format of A 3FA Bi-Annual Renewal Father Friendly Flagship Agency Application for Submission**

The Strong Families Commission Incorporated (THE COMMISSION) Formal 3FA Accreditation process is initiated by submission of one of three applications: Pre-Candidacy Status, Candidacy Status, or Re-accreditation Status.

Application forms are available on request; simply email your request to [info@iawfpa.com](mailto:info@iawfpa.com) or send your request to THE COMMISSION's P.O. Box at 13502, Philadelphia, Pennsylvania 19101, or download the application from THE COMMISSION's website address at <https://www.thestrongfamiliescommission.com/>.

Completed applications may be submitted electronically to THE COMMISSION Chair at [drrslynchtsfc@iawfpa.com](mailto:drrslynchtsfc@iawfpa.com) or via U.S. mail to THE COMMISSION at P.O. Box 13502, Philadelphia, Pennsylvania 19101.

Formal Applications for Accreditation must be accompanied by a non-refundable application fee.

#### ACCREDITATION CYCLES:

3FA Accreditation operates on a July 1 – June 30 cycle annually. However, applications for Accreditation are accepted and reviewed when submitted.

#### ACCREDITATION FEES:

The 3FA Accreditation process is designed as a self-sustaining initiative. Therefore, the Accreditation process requires fees for achieving and maintaining program quality assurance.

Programs are notified of any fee change six (6) months before the billing date. The current schedule of non-refundable fees is as follows:

- 3FA Application:
  - Free of Charge

- Review of 3FA Application for Pre-Candidacy, including program orientation and collaborative interview:
  - \$500.00 fee
  
- The Pre-Candidacy Process, including scheduling and completion of face-to-face site visit, submission and verification of official listing of Community of Learners, completion of the IAWF Father Friendly Flagship Agency Self-Assessment Survey Tool, and Joint Assessment Meeting to review survey findings:
  - Application fee: \$3,000.00
  - Annual fee beyond year one: \$1,000.00
  
- Programs in Candidacy:
  - Initial Application fee: \$5,000.00
  - Annual fee beyond year one: \$1,500.00
  
- Re-Accreditation Applications: Program Review Process
  - Initial Application Fee: \$2,500.00
  - Annual Fee beyond year one: \$1,200.00

***Please note the above fee schedule relates to Philadelphia County only; all other fees are negotiated based on location, travel time, overnight accommodations, and Consultant (s) Fee.***

The following is required for Approval of Re-Accreditation Status:

## ***Submission of a 3FA Bi-Annual Report***

Congratulations on having gained *Father Friendly Flagship Agency Accredited Status*. As you are aware, following successfully achieving accreditation, you must submit evidence of continuous maintenance and quality improvement bi-annually for Accreditation renewal. Consideration for bi-annual renewal is initiated by a bi-annual documentation accomplished by submission of a *Report for Bi-Annual Renewal of Father Friendly Flagship Entities*.

The Report is designed to measure generally and during the past annual cycle the following:

- The extent to which families have been strengthened and child well-being improved as a result of further integration of Responsible Fatherhood strategies within your organization’s service delivery model;
- The extent to which your organization has been advocating for the elimination of policy and program barriers that affect the successful reunification of children and families, including Fathers;
- The extent to which your organization has leveraged resources to better contribute to the well-being of children and families; and
- The extent to which your organization has participated in efforts to encourage collaboration among local Organizations and beyond that are family-focused and inclusive of Fathers.

The details of the required submission is reflected in the formal application below (Application for Bi-Annual Renewal). Completion of each category is required. The Application must be accompanied by the required fee.

## APPLICATION FOR BI-ANNUAL RENEWAL

Date: \_\_\_\_\_

**I. Organization's Name:**

\_\_\_\_\_

A. Address: \_\_\_\_\_

B. Phone: \_\_\_\_\_ Email: \_\_\_\_\_ Website: \_\_\_\_\_

**II. Organization's Lead Contact Person:**

Name: \_\_\_\_\_

Contact Information: Phone \_\_\_\_\_ Email \_\_\_\_\_

**III. Governing Body Chair:**

Name: \_\_\_\_\_

Contact Information: Contact Information: Phone \_\_\_\_\_ Email \_\_\_\_\_

**IV. Organization Focus:** \_\_\_\_\_

**V. Notable Accomplishments:**

Please provide a statement that addresses notable accomplishments and challenges regarding being a Father Friendly Flagship Agency during the last accredited period (*Label this "Attachment 1 –Accredited Year-End-Review."*)

Please indicate any **changes** in each of the following categories. Please note that documentation is required.

- ✓ Primary Services and Service Population (*Label this "Attachment 2 –Service Delivery"*)
- ✓ IRS Status (*Label this "Attachment 3 –Internal Revenue Status"*)
- ✓ Human resources, policies and procedures, and legal obligations and commitments (*Label this "Attachment 4 –Policies and Procedures"*)
- ✓ Organizational structure (*Attach an organization chart and label this Attachment 5*)
- ✓ Financial Affairs (*Attach audited financial statements or an income and expense statement for your program for the past year. (Label this "Attachment 6 – Financial Statement")*)

**Changes in Key Staff** for the Father Friendly Organization Transformation Change Process: (*Provide documentation labeled as "Attachment 7"*)

**Progress on Areas Identified For Improvement:**

Project Target or Project Targets for the Father Friendly Organization Transformation Change Process. *(Provide documentation labeled as “Attachment 8”)*

Results of Quality Improvement Plan Process: *Provide documentation labeled as “Attachment 9”*

Measurable Practices Instituted that Indicate Improvements *(Provide documentation labeled as “Attachment 10”)*

Acquisition and Administration of Staff Training Required to Support the Father Friendly Organization Transformation Change Process *(Provide documentation labeled as “Attachment 11”)*

Resources identified and/or acquired to support the Father Friendly Organization Transformation Change Process *(Provide documentation labeled as “Attachment 12”)*

Revisions to Philosophy, Policies, Programs, Practices, Procedures and Protocols *(Provide documentation labeled as “Attachment 13”)*

Status of Environmental Friendliness to Fathers *(Provide documentation labeled as “Attachment 14”)*

Submit results of past accredited Year-End-Review of the Effectiveness of Changes in Engagement of Fathers, using the IAWF Father Friendly Flagship Agency Post Self-Assessment Check-Up, or other assessment tools, and Formulation of a Supplemental Plan for Change Where Needed: *(Provide documentation labeled as “Attachment 15”)*.

**Past Accredited Year-end Results** of the Continuous Quality Improvement Process *(Provide documentation labeled as “Attachment 16”)*

Any **Message to Other Agencies** in Your System of Care Regarding the Father Friendly Flagship Agency Change Process *(Provide documentation labeled as “Attachment 17”)*

**FATHER FRIENDLY FLAGSHIP ORGANIZATIONAL TRANSFORMATION CHANGE PROJECTS:** Please enter the titles of all projects that have been continued or instituted during the prior period of Accreditation *(Label any additional pages required as Attachment 18”)*

Project Type(s) (Please characterize your project(s) against one of the following Commission areas of concentration:

Administration of Justice/Public Safety: \_\_\_\_\_

Behavioral Health: \_\_\_\_\_

Child Support Custody, Services & Enforcement: \_\_\_\_\_

Dependent, Delinquent & Crossover Children and Youth: \_\_\_\_\_

Early Childhood Development: \_\_\_\_\_

Education: \_\_\_\_\_  
Employment and Training: \_\_\_\_\_  
Housing, Supervised Independent Living and Homelessness: \_\_\_\_\_  
Parent Education/Supportive Services: \_\_\_\_\_  
Public Health: \_\_\_\_\_



### ***New Fellowship Opportunity for Agency Staff Development***

***This new initiative of The Strong Families Commission, Incorporated (THE COMMISSION) is designed specifically for the development of agency staff through a virtual interactive Reality Learning Lab for all. To learn more about this opportunity, contact THE COMMISSION at [info@iawfpa.com](mailto:info@iawfpa.com).***