

**Oakland Starting Smart and Strong
0-5 Family Resource Center (FRC) Initiative Overview
December 2017**

OAKLAND 0-5 FRC INITIATIVE BACKGROUND

Oakland has approximately 400,000 residents. 12.9% of these residents are families that have children under age six. Oakland Unified School District (OUSD) serves about 3,400 kindergarteners and over 700 transitional kindergarteners in its classrooms each year. According to the 2016 OUSD School Readiness Report, only 43% of kindergarteners enter OUSD ready for school in all domains, and children score lowest in the Kindergarten Academic domain.

Oakland families face a number of obstacles in their daily lives that present challenges to providing the optimal nurturing and stimulating learning environments for children in their care. Housing affordability is increasingly a concern in the rapidly changing Bay Area; lack of transportation results in isolation and inability to connect to resources; and health care benefits are difficult to obtain and costly when subsidized options are not available. Aside from these day-to-day needs, parents face many challenges that specifically inhibit their ability to provide a safe, nurturing, and rich learning environment for the children. In recent years, the Bay Area has experienced a regional housing crisis, impacting neighborhood stability with families being displaced as housing prices soar. Over the past five years, Oakland's population has grown approximately 2.5%, or by 10,000 people. However, many families report that they are unable to find adequate services in Oakland, and some relocated families are even returning to San Francisco and other areas to access services.

Oakland Starting Smart and Strong (OSSS), an active collaborative of over 40 key early childhood stakeholders, is working to improve early care and education in Oakland. OSSS was formed during the summer of 2014 in response to the David and Lucile Packard Foundation Starting Smart and Strong Initiative (SSSI). Through multiple meetings, OSSS developed a shared vision for a stronger and more comprehensive early care and education system in Oakland that addresses the needs of Oakland's families and young children that is integrated with education and services serving older children and youth and their families.

Oakland's Vision for a Comprehensive Early Care and Education System:

OSSS envisions a well-staffed early care and education (ECE) system that offers necessary supports, training, and resources to all early learning providers including formal, informal, and parental. This system will provide professional development and support for preschool educators. ECE facilities will be accessible, safe, clean, and designed to support learning and teaching. The early learning community will take a research-based, whole-child approach that is mindful of seamless transitions across agencies and care types, integrated with health care and screening services, supportive of children and their families transitioning between infant/toddler care, preschool and kindergarten, and that fully integrates pre-kindergarten with the K-12 system. Children will arrive to kindergarten ready to learn, regardless of their race or family income level.

OSSS's efforts will not layer more work on overburdened educators but will simplify existing systems and replace ineffective models. Through this work and by galvanizing the efforts of all ECE leaders in Oakland, the city's early learning system will utilize all available funding and follow an efficient, blended-funding approach that maximizes resources.

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OSSS has established targets in four pillar areas:

- Pillar 1: Testing Professional Development and Training models in **Formal Settings**.
- Pillar 2: Supporting and Providing Resources for **Informal Caregivers and Ensuring Parent Engagement**.
- Pillar 3: Ensuring Children's **Healthy Development** through Universal Screening and Services
- Pillar 4: **Scaling** What Works by Creating Strong Infrastructure and Systems, Committing Resources, and Engaging Leaders.

Supporting Informal Care

The core outcome for Pillar 2 is "Families and informal caregivers will have greater access to quality services that meet their children's needs". One of the initial areas of focus was to gain a **greater understanding of what is working in/about existing family resource centers (FRC), playgroups, and other similar informal sector groups**. OSSS wanted to increase support for families and informal providers through more **family resource centers** and other groups and programs in the communities of greatest need, that are better equipped to serve families with children 0-5. While OSSS is focusing on the 0-5 population, this work is done with the understanding that it is part of a larger ecosystem, serving children and youth 0-12 and their families.

OSSS contracted with Glen Price Group to conduct a [landscape analysis](#) of existing services and gaps in Oakland. Community hubs and **family resource centers** were described as effective models of service delivery because they provide multiple services for families, caregivers, and children in a single location and they often offer "wrap-around" services. Oakland early education stakeholders reported that the FRCs that exist in Oakland to serve parents and caregivers of birth to five-year olds are already effective at providing high-quality information, programs, and services to the community.

The landscape analysis further stated that while Oakland already has a successful network of high-quality FRCs serving children 0-5 and their families, a number of obstacles and opportunities still remained for FRCs to better meet the needs of families and informal caregivers throughout the city, including the following:

Shortage of services. There are a limited number of FRCs in Oakland, and families who have moved from San Francisco in recent years report that they prefer to return to their former centers in San Francisco for services because of the difficulty locating similar services in Oakland.

Lack of quality standards and definitions. Unlike communities such as San Francisco, where there is an established network and clear operating standards for high quality services, Oakland's FRC network is more amorphous and lacking in coordination, with individual programs often operating by different standards.

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Direct targeting to FFN caregivers. Many community hubs and Family Resource Centers market and design their programs for parent caregivers, even though many of their services would equally benefit Family Friends and Neighbor (FFN) caregivers (and children in FFN care).

Fewer mega-center, more neighborhood-based programming. Rather than focusing *all* programming in central community hub locations, it is important to reach parents and caregivers close to their homes.

Funding and scaling. Support for the FRC strategy has fluctuated over time, resulting in an unsustainable funding pattern. FRCs that perform high-quality work need additional funding to expand programs to high-need neighborhoods that currently lack these services. Increased funding would allow successful models to scale up and reach more of Oakland's neediest young children and their families.

OSSS also contracted with **Parent Voices Oakland (PVO)** to conduct a [parent led study of informal care](#) in Oakland's communities and neighborhoods. Through interviews of over 600 families in East Oakland, the study identified several key needs for families and informal care providers, including building stronger early childhood hubs and strengthening and aligning a community ecosystem of parent child play opportunities, peer to peer supports and leadership development opportunities that go beyond interventions to provide holistic and life affirming services”.

Based upon the findings of the Landscape analysis and the PVO Study, OSSS developed Pillar 2 core strategies to achieve the outcome “Families and informal caregivers will have greater access to quality services that meet their children’s needs. These included: 1) Convene family resource centers, playgroups and other similar groups to maintain learning community and to share best practices and 2) Fund established programs to expand reach to parents/informal caregivers in specific locations.

OSSS contracted with Lotus Bloom, a Family Resource Center, to convene other Oakland Family Resource Centers serving families of children 0-5 to begin to develop a coordinated network. During the first year, **Lotus Bloom** convened FRCs including **Lincoln, Prescott-Joseph Center, East Bay Agency for Children, Family Resource Navigators, Safe Passages and Oakland Unified School District (See Attachment I)**. A general mapping of 0-5 FRC services was completed and a learning circle was created. In Year 2, this cohort of FRC met quarterly. OSSS also contracted with Laurel Kloomok, former Executive Director of First 5 San Francisco, who has extensive experience developing coordinated systems of care.

Using a facilitated consensus model of decision making, the 0-5 FRCs agreed upon a definition of FRCs and a conceptual framework including Mission, Vision and Principles and Values. Long term and short term outcomes were defined as were service clusters and essential services with definitions. This conceptual framework is outlined below and includes examples of an FRC evaluation framework and budget.

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OAKLAND 0-5 FRC INITIATIVE CONCEPTUAL FRAMEWORK

Family Resource Center Definition

Family Resource Centers are welcoming places offering a range of services, activities and opportunities that respond comprehensively to the needs and hopes of local residents and families. Partner agencies work closely together to align and integrate their efforts to ensure that families are able to get what they need to achieve their goals to raise healthy, thriving children and become catalysts for positive change in their neighborhoods. FRCs are school and community based organizations that build protective factors that lead to family and community health and wellbeing. (Taken from *Vehicles for Change Vol. II*)

Framework: Five Protective Factors

The work and outcomes of Family Resource Center Initiatives are informed by *The Center for the Study for Social Policy's Protective Factors Framework*.

- **Parental resilience**- managing stress and functioning well when faced with challenges (wellness activities, parent support leadership, art and culture, support groups),
- **Social connection**- positive relationships that provide emotional, informational, instrumental, and spiritual support (bilingual book clubs, urban gardens, fitness classes, grief and loss support groups, community building, field trips)
- **Knowledge of parenting and child development**- understanding child development and parent strategies that support physical, cognitive, language, and social emotional development (parent workshops, playgroups, literacy workshops, monthly academy, kinder readiness workshops, parent training),
- **Concrete support in times of need**- access to concrete support and services that address a family's need and helps minimize stress caused by challenges (case management, food pantry, info and referral service)
- **Social and emotional competence of children**- family and children interactions that help children develop the ability to communicate clearly, recognize and regulate their emotions and establish and maintain relationships (developmental playgroups, pre preschool playschool group, clinical playgroups, parenting classes, pops group)

Mission

The Mission of Oakland's 0-5 Family Resource Center Initiative is to disrupt social inequities and the cycle of poverty, support the development of children birth to five and their families, and to provide access to economic and community development and improve the wellbeing, health and safety of children and families including those with special needs.

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Vision

- All children, youth and families have the supports they need to reach their full potential
- Every child has access to early care and education programs and families have the knowledge, support and confidence to raise healthy, happy children.
- All young people grow up to be lifelong builders of a just and compassionate multicultural society.
- People of the community will go forward and participate in the redevelopment of their community.

Target Population

The Oakland 0-5 FRC Initiative’s target population includes all children birth to five including those with special needs, their families and their communities.

Guiding Principles and Values

The Oakland 0-5 FRC Initiative will be guided by the following core principles and values.

Guiding Principles:

- Engage Families/Be Family Friendly
- Build Partnerships
- Centralize Information
- Be trauma informed
- Be Culturally Relevant and Sensitive
- Address Unique Needs
- Build on Family Strengths
- Build Trusting Relationships

Core Values:

Advocacy	Creativity
Collaboration	Cultural <i>competency</i>
Continuous Improvement	Equity and social justice
Humility	Inclusion
Integrity	Kindness
Respect	

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Outcomes

The Oakland 0-5 FRC Initiative will include the following service clusters, aligned with short- and long-term outcomes.

Long Term Outcome	Short Term Outcome	Service Cluster	Services
Families live in supportive and safe communities	<ol style="list-style-type: none"> 1) Families are connected to basic needs and financial supports 2) Families have the knowledge and skills to navigate the systems 3) Families have positive activities and places to meet 	Community Connections	<ul style="list-style-type: none"> ○ Information and Referral ○ Family Navigation/Case management ○ Community and Family Engagement Activities ○ Workshops and Classes ○ Links to Basic Needs e.g. Food Pantry
Parents and Caregivers support children's health, wellness, development and school readiness.	<ol style="list-style-type: none"> 1) Parents/Caregivers have secure relationships 2) Parents/Caregivers actively engage in their child's development, kindergarten readiness and academic success 3) Parents/Caregivers actively engage and collaborate with teachers in their child's development and academic success. 4) Parents/Caregivers promote their child's social emotional development 	Parent and Caregiver Capacity Building	<ul style="list-style-type: none"> ○ Parent Education Workshops ○ Parent Support Groups ○ Parent Child Playgroups ○ Health and Wellness Services
Children live in safe and permanent homes and are free from abuse and neglect	<ol style="list-style-type: none"> 1) Family members have access to formal supports for their own and their children's well-being at all stages of development. 2) Families in or at risk obtain help when needed and develop long term strategies for family stability 	Coordination of Formal Supports	<ul style="list-style-type: none"> ○ Information and Referral ○ Family navigation and case management ○ Parent Leadership ○ Workshops and classes

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Evaluation Framework Example (See Attachment II)

Attachment II is an example of the evaluation framework that was used by San Francisco's Family Resources Centers. Evaluation measures included:

- Common Contract Management System to track participant demographics and attendance.
- Participant Assessment of Program Scale to measure participant satisfaction with programs.
- The Parenting Scale to assess changes in ineffective parental discipline practices.
- Keys to Interactive Parenting Scale to assess the quality of parent child interaction

San Francisco FRC Evaluation results included utilization patterns and outcomes.

Utilization Patterns

- Participants visited an average of 15 times per year; 2 times per month
- About a third of participants engaged in multiple types of service; 8% use more than one FRC
- Most commonly used services were One-Time Workshops and Case Management
- Parent/Child Interactive groups were high in frequency of access and ongoing engagement

Outcomes

- Outcome tools indicated skill, knowledge and well-being improvements for recipients of parenting education and case management
- Families that engaged in Differential Response case management were less likely to have a subsequent substantiated child welfare allegation
- Families receiving Enhanced Visitation at FRCs were more likely to reach permanent placement at 12 and 18 months

FRC Budgets and Blending Funding

FRCs require different levels of funding, depending on organizational capacity and level of services provided. San Francisco has a tiered approach, with basic, comprehensive and intensive services provided. **See Attachment III** for an example of the line items included in San Francisco's Comprehensive FRC budget. **Attachment IV** provides a visual representation of the types of services provided in the different levels of FRCs, along with the blending funding provided by First 5, the Department of Children, Youth and Families, and San Francisco's Human Services Agency.

Areas for Professional Development

Several key areas of professional development were identified by participating FRC staff:

- Standards of Quality for Family Strengthening and Support
- Strengthening Families and the Protective Factor Framework
- Parent Child Attachment
- ACES/Trauma Informed Care
- Staff Self Care

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- Working with Families of children with Special Needs
- Unconscious Bias Training
- How to set up playgroups and parent support groups
- Communication and Outreach strategies
- Best Practices for FRC Services

Service Definitions

Information and Referral

Families are connected to services they need. This includes services offered internally by the FRC or externally by another organization/service provider. Family Resource Centers make intentional efforts to ensure that families are *connected to all available public benefits and city funded programs* for which they may be eligible e.g. child care, afterschool programming, CalWORKs, Cal Fresh, Medi Cal, etc.

Family Navigation/Case Management

Formal intake, needs assessment, and facilitated planning process to assist families in developing a plan of action to address concerns impacting child development, health related issues, and/or family functioning. Presenting issues to be addressed may include: child safety, family functioning/relationships, parenting, health, mental health, substance abuse, and/or well-being.

Community and Family Engagement Activities

FRC Family Events: Smaller, fun, recreational educational or cultural events held either on-site or in another location to enhance program accessibility. Events provide enrolled participants opportunity to increase their social networks and for FRC staff to strengthen relationships with families currently enrolled in the FRC. Such activities include Dinner and a Movie, Meet and Eats, Coffee/Tea hours, and celebrations open primarily to FRC participants and their families.

Community Events: Larger fun, recreational, educational or cultural events hosted by the FRC that provide an opportunity for FRC staff to meet and engage with new families not currently enrolled in the FRC.

Playgroups

Parent/caregivers engage with their children and youth in developmentally appropriate activities. Age appropriate activities, materials, and equipment are utilized to encourage parent-child bonding and school readiness and success. Best practices incorporate health and developmental supports or assessments as appropriate. PCI groups may be closely linked with parent education activities to encourage practice of parenting skills taught.

Parent Support Group

Staff or peer led structured on-going or time limited groups that provide guided discussion and problem solving about shared parenting experiences. Groups provides parents and caregivers the opportunity to support each other and to share information/advice.

Parent Education, Workshops and Classes

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Structured, stand-alone, or series of evidenced informed sessions that provide information on a variety of topics promoting parental and life competencies. On-going classes consist of instructional sessions designed to enhance a participant's skill or knowledge based in a particular area and are taught by FRC staff or others experienced in the identified area. Topics are developed with consideration to parent input and requests.

Basic Needs

Families are provided with goods and concrete household items to meet their basic living needs which are not available through other sources. Many family resource centers operate distribution of the needed items on-site, while others provide referrals to nearby locations. Examples include food, clothing, diapers, and furniture.

Developmental Screening

Appropriately trained staff utilize developmental screening tools – such as Ages and Stages to recruit and periodically screen children for identification of potential developmental delays. FRCs link children identified with concerns to available services and follow up with families within 30 days of referral to ensure successful linkage. Where appropriate, a referral to the FRCN or Help Me Grow are made.

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**ATTACHMENT I: OAKLAND FAMILY RESOURCE CENTERS
DRAFT**

	East Bay Agency for Children	Family Resource Navigators	Lincoln Child Center
Mission: Vision:	<p>East Bay Agency for Children improves the well-being of children, youth and families by reducing the impact of trauma and social inequities.</p> <p>We are committed to building a comprehensive, place-based continuum of accessible, trauma informed and culturally relevant services that build resiliency, aid in recovery, and, where possible, prevent exposure to adverse childhood experiences. We seek to reduce barriers that contribute to disparities in wellness for socioeconomically disadvantaged and racially marginalized families and to create communities where all children and families have supports to reach their full potential.</p>	<p>The purpose of the Family Resource Network is to support and encourage the positive development of families of children with a disability or special health care need. FRN provides family-friendly information and training to help families access specialized education and health care for their children. FRN also offers parent to parent support from another parent who has 'been there'.</p> <p>We strongly believe that the family should be the focus of services and supports. We believe that information should be centralized, provided in a respectful and culturally sensitive manner, and well-coordinated throughout Alameda County. Our priorities include public policy leadership, disability advocacy and sustaining strong partnerships with public agencies to improve system's responsiveness to children with disabilities and their families.</p>	<p>Lincoln disrupts the cycle of poverty and trauma, empowering children and families to build strong futures.</p> <p>While our programs and services have grown and changed, our mission and values remain rooted in the belief that ending cycles of poverty and trauma depends upon addressing the unique needs of children and families to build on their strengths and propel them to success.</p>
Services:	<p>FRC Services at EBAC are based on sites. There are three sites: TCN, Hawthorne, and OUSD Central. TCN is the smallest of the three FRC's, and engages families through parent leadership opportunities. Early Childhood Program (school readiness playgroups), Parent Center which offers drop in hours and public benefits enrollment, food distribution, case management and family engagement events.</p> <p>OUSD Central Family Resource Center is at OUSD's Lakeview campus. This site offers public benefits enrollment, family engagement, community practice around FRC's. Currently OUSD's FRC is collaborating with OUSD's Family Engagement Department in OUSD to write an FRC toolkit</p>	<p>One on one assistance and support Support Groups Workshops for parents and professionals IEP clinics Parent leadership Community parent playgroup</p>	<p>Parent support and leadership with childcare, therapy, and clinicians to facilitate groups, etc.</p>
Location(s):	<p>Think College Now (TCN) 2825 International Blvd Hawthorne 1700 28th Ave, Oakland, CA 94605 OUSD Central FRC 746 Grand Ave, Oakland, CA 94610</p>	<p>291 Estudillo Avenue San Leandro, CA 94577</p>	<p>New Highland Rise Family Resource Center serves New Highland Elementary School and the Child Development Center FRC staff works closely with the Full Service Community School Manager for cross referrals 8521 A St. Oakland, CA 94621.</p>

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	Lotus Bloom	Safe Passages	Prescott Joseph Community Center
<p>Mission:</p> <p>Vision:</p>	<p>Lotus Bloom’s mission is to ensure that every parent of young children, particularly those facing financial and other barriers, has a support system connecting them to the health, social and learning opportunities that will ensure their child has a strong start in life.</p> <p>Every child and their family, regardless of socioeconomic background, race or religion has access to a quality early childhood development program and the knowledge, support and confidence to raise a healthy, happy child</p>	<p>Safe Passages disrupts the cycle of poverty by engaging youth and families to build and drive a continuum of services that supports student success and community development.</p> <p>Safe Passages envisions a community where all young people have the opportunity to realize their full potential. Safe Passages is based on the premises that access to educational opportunity, health services, and family support should not be dictated by race or socio-economic status, and that healthy and supported young people are better prepared to learn and succeed.</p>	<p>The purpose of Prescott-Joseph is to revitalize the Convent building with programs that will not only serve the current needs of this economically deprived and undeveloped community but will enhance the people of this community to go forward and participate in the re-development of their community. It aims to build the community by building the individual.</p> <p>Prescott Joseph Community Center works to:</p> <ul style="list-style-type: none"> • Promote the individual self-esteem of citizens in the community through education, skill training and cultural programs, thus supporting healthy families and economic self-sufficiency. • Promote the on-going renewal of community spirit among West Oakland residents. • Organize and promote community activities that facilitate economic and community development in West Oakland.
<p>Services:</p>	<p>Parent-Child Playgroups: For Caregivers with children 0-5 years old</p> <p>Parent Support and Parent Leadership Development: Parent Workshops, Parent to be Leaders Pathway, etc.</p> <p>Case Management</p> <p>Information and Referral Services</p> <p>Wellness Activities: Parent-Child Therapy Dance, Zumba, Tumbling, Nutrition Classes, Drumming, etc.</p> <p>Community Gathering Events: Fieldtrips, Family Engagement Night, etc.</p>	<p>Community Outreach- On-going projects include: Nutrition & Wellness classes, Bridge Academy Basketball Team (We Lead Ours), Urban Arts Mural Program (Safe Passages), Parenting Workshops and Infant playgroups. Food Access-FRC staff, in partnership with family volunteers, conduct monthly food distributions, maintain an on-site food pantry, and provide Cal Fresh enrollment referrals. Community Resource Support –Resource information and assistance include: housing, food, public benefits, employment, healthcare, and legal aid that are culturally and linguistically accessible. Professional & Career Development –Student and family support includes: exploring diverse career tracks, preparing for college, drafting a resume and cover letter, interview coaching, and financial budgeting.</p>	<p>Our six program areas are: Family Support Services, Art & Culture, Health & Wellness, Youth Development, Community Education, and Community Partnerships.</p> <p>Children & Family Programs: The Prescott-Joseph Pre-Preschool is a community of play where adults and children grow together every day. Children develop their cognitive, social, emotional, and motor skills through rich child-centered, play-based activities. In a supportive community of other West Oakland families with young children, adults bond with their children through play, grow their understanding of child development, and have access critical tools/resources for their families. This free program is offered Tues, Wed, & Thurs from 8:30-11:30am. Play, Learn and Grow Together</p>
<p>Location(s)</p>	<p>Lotus Bloom Main Site: 555 19th Street, Ste 131 Oakland, CA 94612 Allendale Elementary: 3670 Penniman Ave, Rm 12, Oakland, CA 94619 Garfield Elementary: 1640 22nd Ave, Rm 124, Oakland, CA 94606 Room to Bloom/Youth Uprising 8711 MacArthur Blvd</p>	<p>Operates 2 Family Resource Center Models with funding from Elev8 Grant serving the Havenscourt/Lockwood (Community Unted/CPA) and West Oakland neighborhoods (West Oakland Middle School) 6701 International Blvd, Oakland, CA 94621 991 14th Street, Oakland CA 94607 1640 22nd Ave, Oakland, CA 94606</p>	<p>920 Peralta Street Oakland, CA 94607</p>

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**ATTACHMENT I: OAKLAND FAMILY RESOURCE CENTERS
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Oakland Unified School District	
Mission:	To inspire, engage, and support the students, families, and communities of OUSD in becoming authentic co-owners of our schools, sharing responsibility for every student becoming college and career ready. To expand participation in learning, leadership, and advocacy through community organizing and building OUSD capacity, resulting in high levels of academic achievement and life opportunities for students and school communities.
Vision:	We envision a transformed school system that has directly confronted and actively addressed inequity and injustice so that every OUSD student graduates and becomes a fully engaged member of our community.
Services:	Health care insurance and CalFresh enrollment assistance Literacy Workshops Parent Raising the Bar Monthly Academy Kindergarten Readiness Workshops
Location(s):	Central FRC: Lakeview Campus Garfield, Bridges, MLK, Emerson and Hoover Elementary Schools

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ATTACHMENT II: SF EVALUATION FRAMEWORK EXAMPLE

Service Cluster	Services	Evaluation Measures
Community Connections	Information and Referral	Contract Management System (CMS)- Tracks participant demographics and attendance
		Participant Assessment of Program Survey (PAPS)*: measures participant satisfaction with program
	Community/Family Engagement Activities	Contract Management System
		Participant Assessment of Program Survey
	Workshops and Classes	Contract Management System
		Participant Assessment of Program Survey
	Basic Needs	Contract Management System
		Participant Assessment of Program Survey
	Family Navigation/Case management	Contract Management System
		Participant Assessment of Program Survey
Family Developmental Matrix **- strength based case management tool that assesses 24 indicators of family functioning		
Parent/Caregiver Capacity Building	Parent Education Workshops	Contract Management System
		Participant Assessment of Program Survey
		The Parenting Scale****- assesses changes in ineffective parental discipline practices
	Parent Support Groups	Contract Management System
		Participant Assessment of Program Survey
	Parent Child Playgroups	Contract Management System
Participant Assessment of Program Survey		
Keys to Interactive Parenting Scale***- staff observation tool that assesses the quality of parent/child interactions and relationships		
Coordination of Formal Supports	Information and Referral	Contract Management System (CMS)- Tracks participant demographics and attendance
		Participant Assessment of Program Survey (PAPS)-measures participant satisfaction with program

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	Family Navigation and Case Management	Contract Management System
		Participant Assessment of Program Survey
		Family Developmental Matrix - strength based case management tool that assesses 24 indicators of family functioning
	Parent Leadership	Contract Management System
		Participant Assessment of Program Survey
		Abriendo Puertas - measures changes in advocacy and leadership skills. Used with Abriendo Puertas curriculum
	Workshops and Classes	Contract Management System
		Participant Assessment of Program Survey
	<p>*Participant Assessment of Program Survey (PAPS)-is a participant survey that measures participant satisfaction. It is aligned with the Standards of Quality for Family Strengthening and Support.</p>	
<p>**Family Developmental Matrix (FDM)- consists of 20 core indicators using a data base to document family outcomes. It also measures family engagement and the effects of intervention on family progress. Copyright Matrix Outcomes Model. LLC http://www.matrixoutcomesmodel.com/.</p>		
<p>***Keys to Interactive Parenting Scale is a staff observation tool that assesses the quality of parent/child interactions and relationships. The KIPS focuses on 12 behaviors related to effective parenting that research has shown to promote children’s development. California EB Clearing House Copyrighted by The California Network of Family Strengthening Network. http://www.cnfsn.org/</p>		
<p>****The Parenting Scale (SC) is a 7-point Likert-scale 30-item questionnaire that measures the similarities and differences in how the parents parent. The questions ask parents simple hypotheticals to see how they would react to different behavior problems. Developed by Susan G. O’Leary, David S. Arnold, Lisa S. Wolff, & Maureen M. Acker. www.copmi.net.au/images/pdf/research/parenting-scale.</p>		
<p>An organizational assessment is available through the STRENGTHENING FAMILIES™ SELF-ASSESSMENT TOOL FOR CENTER-BASED EARLY CARE AND EDUCATION PROGRAMS: https://www.cssp.org/reform/strengtheningfamilies/2014/CENTER-BASED-EARLY-CARE-AND-EDUCATION-PROGRAM-SELF-ASSESSMENT.pdf</p>		

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Attachment III: Budget Example - San Francisco Comprehensive FRC

Personnel	FTE	Description	
Family Resource Center Director	1.0	Supervises/coordinates program activities/provides direct services	
Parent Education Coordinator	1.0	Coordinates parent education/playgroups/provides direct services	
Family Advocate	1.0	Provides bilingual family advocacy/information and referral	
Case Manager	1.0	Provides case management/family advocacy/information and referral	
Data Manager	0.5	Conducts program registration and data entry	
Total FTE	4.5		
Fringe Benefits			
Professional Services			
Consultants		Mental Health/Early Literacy/Other Consultation	
Translators		Provides written and verbal translation	
Workshop Presenter		Presents topics outside of FRC expertise	
Childcare Providers		Provides appropriate childcare	
Program Expenses			
Program Supplies		Program supplies for workshops, playgroups, support groups, community events	
Program Food/Refreshments		Food/refreshments for workshops, playgroups, support groups, community events	
Office Supplies		Office supplies for programs	
Printing/Postage		Outreach materials	
Incentives/supplies		Participation/basic needs	
Rent			
Utilities/Janitorial/Maintenance			
Telephone/Internet			
Staff Development			
Administrative Costs*		*when part of larger organization	
		Shared cost percentage for Executive Director, Finance, HR, and admin costs	
Total Budget Range			\$350,000-\$450,000