

# **Business Plan**

## **NORTHERN VALLEY CATHOLIC SOCIAL SERVICE**

### **Corning Family Resource Center**

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## ***I. Executive Summary***

The Corning Family Resource Center (FRC) is an important community resource in the Corning area. The FRC has made significant social impact and positive change since it opened in late 2004. Whether the FRC has provided a parenting class to a local parent who needs to complete one more class to reunite with his young child, a computer class for a Latino single mom who is competing for a clerical job, or an evening of safe activities for a group of at-risk teens on a Friday night, the FRC has made a difference in our community.

One of the most significant accomplishments of the FRC is the community involvement in the strengthening of the activities and opportunities at the FRC. The Center has truly blossomed into a haven of services, classes, and assistance for children and families. With the support of our partners, especially the Tehama County Department of Social Services, this dream of a family resource center has become a reality.

The challenges we face with the FRC include a reluctance of certain community members, most notably the Latino clients, to participate in the planning process of the Corning Family Resource Center. Although these challenges are still present, we have experienced improvement during the past year, especially with the hiring of bi-lingual and bi-cultural staff.

The future goals of Northern Valley Catholic Social Service and the Corning FRC include securing adequate funding for the FRC, ensuring staffing and services are in place, and strengthening the presence of the FRC in Corning. Working together with our community partners, we look forward to a successful FRC that strengthens the children and families in the Corning area and provides healthy activities and opportunities for the entire community.

## ***II. Introduction***

The Corning Family Resource Center has been a work in progress for the past four years. When the Red Bluff Family Resource Center opened its doors in 2001, it quickly became apparent that the South County which serves Corning, Rancho Tehama, Gerber and Los Molinos and the many tiny communities that are scattered across the county, also needed a Family Resource Center. We received a steady stream of requests from families and agencies in the South County areas requesting services in their communities, as it was difficult or impossible for citizens to travel the 20+ miles from their homes to receive services at the Red Bluff Family Resource Center.

Beginning in April 2004, the “Family Resource Center Envisioning Workgroup” was established to develop a way of defining and coordinating the roles of the three existing Family Resource Centers (Gerber, Los Molinos, and Red Bluff) to be able to serve the entire county. The Gerber and Los Molinos centers are small, school-based centers funded by First 5 with services targeted towards the 0 – 5 age group. At that time the only Family Resource Center serving the south county was a single desk at the Employment Development Department staffed by the Red Bluff Family Resource Center staff which rotated daily and pulled staff away from their jobs at the Red Bluff center (managed by Northern Valley Catholic Social Service). It was agreed to use this space as the basis for building the Corning Family Resource Center. As the Envisioning Team began to identify the basic components and staffing pattern of the Corning Family Resource Center, Northern Valley Catholic Social Service began looking for an alternative site.

In the summer of 2004, Northern Valley Catholic Social Service and Tehama County Department of Social Services entered into a partnership to implement the Small County Initiative as the funding base for the Corning Family Resource Center. Northern Valley Catholic Social Service and Tehama County Department of Social Services began to look for a facility. The Superintendent of the Corning Elementary School District was approached relative to vacant kindergarten classrooms at the West Street School. After a short negotiation period the Tehama County Department of Social Services Director and the Northern Valley Catholic Social Service Director attended a school board meeting to propose the establishment of the Corning Family Resource Center at the West Street School complex.

The proposal included renting two of the four portable classrooms with intent of expanding to all four over the next year. The school board approved the agreement and, beginning in November, 2004, Northern Valley Catholic Social Service rented one classroom for the Family Resource Center and Tehama County Department of Social Services rented one classroom for a satellite Tehama County Department of Social Services office. Shortly after that, these same two agencies collaborated with Alternatives to Violence, Community Housing and Improvement (CHIP), Department of Education, and the "Child Welfare Redesign" project of Tehama County Department of Social Services. This project allowed Northern Valley Catholic Social Service to rent a third classroom and become the master tenant and provide office space for the agencies mentioned above as part of the Corning Family Resource Center.

Building on the ongoing work of many individuals and groups, the Corning Family Resource Center evolved into a gathering place for community members, as well as an integrated system of human services and support. It supports families and children, individuals and local groups, with a strong emphasis on building community through collaboration, relationships and networking. Over the past year, the Corning Family Resource Center has developed into a hub of services, especially for the Latino community. When the Latino community learned that our agency employed a competent bi-cultural and bi-lingual staff person, word spread rapidly among the Spanish speaking families and individuals who were desperately in need of assistance in many areas of their lives. One of our goals for the first year was to increase services to the Latino community, which is traditionally very hard to reach. To date, we have surpassed this goal by far. Out of these services grew self-led, ongoing groups, activities, and support groups by the Latino community for the Latino community.

In preparation of the business plan, input from the broader Corning community was solicited and focus groups were held. We learned that we are in the middle of realizing a dream and a vision that were conceptualized over several years by many different individuals with a strong interest and commitment in helping the poverty stricken area of Corning grow into a more healthy community. We have defined some of our core programs and other programs will grow over the next few years as the community becomes increasingly involved and makes the Family Resource Center what they need it to be.

Looking back, we are excited about the future. In a little over a year, we moved from a small desk in a dark corner to a bright and lively Family Resource Center that is busy with activity every day. We went from serving 12 citizens during the first months to an average of 350 adults and children per month to date. We are excited about the prospect of continuing to grow and in playing a strong role in creating a community with the capacity to support healthy, thriving families and individuals.

### ***III. Our Community – Description of Corning***

Corning is a small rural community in Tehama County located in Northern California, with the Sierra and Coastal mountain ranges visible on either side. Tehama County is a large rural county measuring 2,976 square miles. It ranges in elevation from 170 to 8,083 feet above sea level. The terrain varies from flat areas to rolling hills and higher mountains. The Sacramento River winds a path through the county, and is a resource of recreation and water for agriculture. Interstate 5 and Highway 99 run through the middle of the county, and are the main thoroughfares to and from the area. There are three incorporated cities in the county, including Red Bluff, Corning, and the City of Tehama. There are also many small, unincorporated cities in the county. Only 36.7% of the population lives in urban areas of the county, while 63.3% live in unincorporated areas.

Corning is situated in the Northern Sacramento Valley along Interstate 5. According to the 2000 U.S. Census, there are 6,741 people living in Corning. Of these, 74.5% are White, 0.5% Black, 2.2% American Indian, 0.5% Asian, 0.1% Native Hawaiian or Other Pacific Islander, 17.4% Other Race, and 28.8% Latino or Latino. Local informants have indicated that the Latino population, including undocumented workers, is closer to 50%. The large Latino population, documented and undocumented, creates an interesting dynamic when designing services. Many of these immigrants do not speak English and lack awareness and understanding of local services and laws. In addition, many are undocumented and afraid of seeking assistance or drawing attention of any kind to themselves. Families, especially women and children, are at an increased risk for poverty, school failure, domestic violence, gang involvement, substance abuse and low self-esteem. Different cultural norms and practices contribute to the Latino population lingering on the outskirts of the local community, often being targets of racism and racial profiling.

The Latino population greatly lacks representation and resources, and is highly underserved largely because of the lack of bi-lingual and bi-cultural professionals available.

Corning's location along the I-5 corridor makes it an ideal jumping-off point for Upstate California travelers. It admits drivers to an enormous truck stop complex able to service travelers and truckers 24 hours a day. The area is home to a large WalMart Distribution Center, and automotive, RV and truck mechanics provide regional services. There also are fuel stations, fast food restaurants, and motels/lodging to support travelers. A tribal casino attracts tourists as well and employs local residents.

Agriculture and food processing support the local economy with crops such as olives, plums, almonds, walnuts, and peaches, and related products. Lindsey Olive Company, Bell Carter Foods, and Sunsweet are some of the larger food processing companies in the area. Cattle and sheep ranching also support the local economy.

27.3% of families with related children below 18 years of age are below the federal poverty level; 40.1% of families with related children below 5 years of age are below the federal poverty level.

#### *School and Student Data*

30.5% of the population 25 years and older has completed high school and/or received a GED, 9.3% has some college credit (less than one year), 15.9% has one or more years of college but with no degree, and 14.1% has an associate's degree or higher. 30.2% of the population, however, has less than a high school diploma.

Corning Union Elementary School District is a K-8 district with five school sites. Enrollment in 2004-05 is 2,010 students, which represents an increase of 68% over the last 20 years. The free and reduced lunch for each of the five school sites is Maywood 67%, Olivehurst 74%, Rancho Tehama 87%, West Street 77%, and Woodson 66%. At the Corning High School District sites, the free and reduced lunch rate is Centennial 73%, Corning 36%, and Corning Central Alternative 75%.

Student achievement has consistently risen in both the elementary school district and the Corning Union High School District over the past three years; however, there is marked disparity among average scores of White students, Latino students, and socio economically disadvantaged students.

### **Community Strengths and Challenges**

#### ***Strengths***

One of our greatest strength is the partnership with the team of core service providers on site including the Tehama County Department of Social Services, the Tehama County Department of Education, Community Housing and Credit Counseling, Alternatives to Violence, and St. Elizabeth Community Hospital. Our newest partner who will be providing services is Migrant Head Start and will also be occupying a desk at the Family Resource Center. Also using our facility is Migrant Education and this agency is planning to offer a Pre-School program. This new relationship was formed when the Migrant Education coordinator serving our area visited the center and asked for a demonstration of our computer lab to a group of Latino citizens. Out of this contact grew another conversation that lead to our center being the site for the Migrant Education program in the summer.

Focus groups were conducted in the spring of 2006 and we learned that the Corning residents want a Family Resource Center and that they would use it. New relationships and new supporters have been identified in the process. Residents acknowledged the strengths in accessing services and are grateful for the services that do exist, such as Drug and Alcohol, Alternatives to Violence, and Mental Health Services. Both citizens and service providers felt that the system of care is fragmented, with consumers often being confused as to where they need to go for services.

One of the major strengths that emerged from the focus groups is that Corning families want help and support with developing a stronger and healthier community. They are still getting used to the idea that they are being valued and viewed as crucial elements of the evolution of the center. While some of the focus group members wanted the center to fix all of the social ills of the community (including getting the roads repaired), families understand their role and have articulated their willingness to get involved.

Historically, the underserved Corning communities have not viewed themselves as being empowered, which resulted in generally not being motivated to affect social change for themselves. As with many populations living in poverty, families' lives are characterized by powerlessness and voicelessness; which limits their choices and defines the quality of their interactions with employers, institutions, organizations, school systems, etc. We found that with the existence of the Corning Family Resource Center, families are beginning to find their voice, as they are becoming more self-assured and confident in their ability to identify their own strengths and resources.

A strength voiced by the Family Resource Center Envisioning Team is the Tehama County Interagency Council who is aware of the limited resources in the South County. Since the opening of the Corning Family Resource Center, they have communicated that they are encouraged and excited about the Corning Family Resource Center being a place where public and private agencies work together to meet local needs. They have articulated their support in this process and willingness sign off on the business plan.

The focus groups revealed that Corning families view themselves as having strong community ties with other residents such as their neighbors and are often helping each other. They appreciate the small town feel, which makes for a good place to raise a family and have one-on-one relationships. Many shops and stores are within walking distance, which does not limit people who do not have transportation. The educational system in Corning is perceived as being good.

Members of the Corning Elementary School community have provided their support for the Family Resource Center project by attending planning meetings. Two meetings were held last winter and spring with the superintendent, teachers and parents attending and participating in the planning of services based on identified need. Administrative staff refers families to us for services and a strong need for integrated and meaningful services for families was identified, especially for English language and computer classes.

Administered by the Tehama County Department of Education, Family Resource Center staff was trained last fall in facilitating Families and Schools Together (FAST).

Families and Schools Together (FAST) is a multifamily group intervention designed to build protective factors for children (4 to 12 years old) and empower parents to be the primary prevention agents for their own children. The target group is 5- to 12-year-old elementary school youth and their families. A collaborative team of parents, trained professionals and school personnel recruit then deliver FAST program components to 5 to 25 families at a time. Team members do not lecture at FAST, but structure highly participatory, research-based activities with turn taking, experiential learning, and parent support. FAST has been identified as a science-based SAMHSA model to prevent substance abuse and mental health problems. The second of the series (eight-week sessions) was held at the Corning Family Resource Center and was specifically held for Latino families. The turn-out was tremendous and when the program ended, the families wanted to continue on their own, because they established a connection with each other that turned out to be the beginning of a growing support system that has not existed prior to their FAST participation. We will be offering a monthly FASTWorks, which are the on-going multifamily meetings that are held after families "graduate" from the 8-week FAST program. With team support, parents design the agenda to maintain FAST family networks that were developed and identify/develop community development goals.

Beginning April 1, 2006, we subcontracted with a bi-cultural and bi-lingual clinical counselor for counseling services in Corning. This counselor traveled to the Corning Family Resource Center one evening per week to provide counseling to three Spanish speaking families, which was all the counselor could accommodate. Although we are considering this service a tremendous positive step in the right direction, the need for psychological counseling services is so great that we had to begin a waiting list which is growing weekly.

One of the focus groups invited the church communities to participate. This meeting has evolved into the "Corning Pastor's Group" with one of our AmeriCorps members working on a partnership between the Corning Family Resource Center and several local churches. One of the needs expressed in that focus group was for collaboration to ensure that services are not duplicated and that resources are utilized in the best way possible to strengthen families in the community.

The current group includes representatives from Harvest Christian Center, New Life Assembly (hosts of Salvation Army), the Presbyterian Church, the United Methodist Church, and Corning Christian Assistance, which is a faith-based organization that offers help with food, clothing, and emergency services. Our current project is to develop a partnership in which the first stop for all citizens would be the Family Resource Center, where they would complete a basic emergency intake form and receive resources and referrals. After this, citizens would be given a form stating that they had been to the Family Resource Center and received specific services. Citizens could then take this form to churches and faith based organizations for assistance with needs such as money, food, and clothing and each church organization would record on the form what action they took. This idea is based on the model that is practiced by the Paradise Ridge Family Resource Center. Because of our current staff limitations, we are not able to offer much more than a basic intake, referrals to classes, other agencies, and some food, but we hope to develop this into a partnership in which the Family Resource Center could offer full case management, offering life skills classes, home visits and more.

Case management for families who are not in the Tehama County Social Services system already is lacking in the South County because churches and other faith-based organizations do not have the staff to offer more than basic emergency services. A byproduct of this partnership is that the Ministerial Association, which has been dormant for quite sometime, is now being rejuvenated in Corning with the Family Resource Center as a key partner. Our goal is not to duplicate services or replace what churches are already doing but rather to assess how we can complement what is already taking place. We are very excited about this partnership and look forward to discovering the ways in which it will impact and benefit the Corning community.

We are participating in the Family Development MATRIX project, a web based outcomes tool that uses categories, measurement indicators and status level to help assess and track the family situation. The MATRIX is based on a strength based model rather than a deficit model. It documents where a family is thriving as well as where it needs support, and allows those using it to easily identify strengths from which to start addressing needs.

The process of working with the MATRIX over time helps family members develop the skills they need to make decisions, solve problems, plan and follow through on activities, evaluate success and challenges, verbalize feelings and explain actions, etc. It models a process for problem solving that most families can integrate into their own thinking, apply in other situations, and help their children learn. These are the very empowerment skills they need to be successful in working toward and achieving outcomes. We are currently in the validity testing phase and are slated to have begun pilot testing in September. Citizens served at both the Red Bluff and Corning Family Resource Centers will be tracked with this tool.

As part of our contract Tehama County Department of Social Services and our shared vision that every child in California should have a safe, healthy, and nurturing family and community (based on Child Welfare Redesign), as one of the community based organizations working with Children's Services, we receive "evaluated outs" (EO's), or Path 1 suspected child abuse referrals on a weekly basis. These are referrals where there is a low level risk to a child, and the family could use help but the situation is not deemed to be an emergency, so Children's Services (CPS) does not investigate but evaluates it out. Depending on the initial assessment, social workers and AmeriCorps members contact the families and offer Family Resource Center based services, such as case management services, play groups, support groups, parent education, support from our staff, food, clothing, referrals and other resources. In 2004, Tehama County received 2,363 child abuse referrals; the numbers for 2005 have not been published yet. For 2005, our Family Resource Centers received approx. 80 EO's, with approx. 45% coming from the South County. The goal set by Children's Services is that the families referred not re-enter the system for a period of at least 12 months. To date, only one family was re-referred to Children's Services and it was a family that refused to participate in our programs the first time around.

### ***Challenges***

Among the challenges is the initial skepticism of agencies among families in need of services. Especially within the Latino community, the distrust of social service programs has been particularly high because many Latino families are either undocumented, or, have undocumented members living with them.

In addition, many of these families have not had positive experiences with social service agencies and fear any kind of social worker getting involved.

According to a publication by the Berkeley Media Study Group<sup>1</sup> on reporting on a project covering violent crimes in the media in California, topping the list is the small town of Corning. “The town of approx. 6,900 has, like most communities, solid churches, active youth leagues, a strong community spirit - and 40 violent crimes per thousand people.” Police credit much of the problem to the high alcohol and drug use in Corning. Anthony Cardenas, Corning police chief, also said that the police department does a more thorough reporting of domestic violence cases, which he said account for approx. 50 percent of the crime statistics. Another associated factor may be the high unemployment in the predominantly agricultural area, police said. When the lumber mills closed in 1990’s, crime rates increased drastically as poverty spread rapidly and provided the base for a new and different generation of poverty that still exists today. Although this report dates back to the late 90’s and the violent crimes per thousand people have dropped to 35 in 2001, we are still seeing the effects of the drug and alcohol abuse and domestic violence that originated during that time nearly every day. This is in addition to the growing number of youth drawn to gangs who engage in smaller types of crimes, such as vandalism, petty theft and others. Other concerns raised by focus groups participants were the drug and alcohol use among adolescents, adults and parents. Stealing was another challenge mentioned.

One of the focus groups was attended by a large number of Spanish speaking families and individuals. This focus group exceeded the planned time by two hours and could have continued for several hours more. The Latino community was very excited about participating in a focus group, especially since this was the first time ever that they were formally asked for input. Prior to the existence of the Corning Family Resource Center we did not have access to this community; however, after families using our programs spread the word the doors to the Latino community swung wide open.

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<sup>1</sup> Berkeley Media Study Group –(incomplete source needs attention)

They identified disunity among themselves as a challenge and they agreed on needing services in the areas of English language learning, computer classes, immigration and legal services/advice, cultural integration classes, and other types of classes or workshops connected to basic life skills competencies. All agreed on the language barrier and how difficult it is for families with their children, who are attending local schools, being the translators.

During the first year of our opening, the Corning Family Resource Center was repeatedly vandalized. Windows were shattered, goods were stolen, and offensive graffiti was drawn on walls and doors. No one was ever caught. According to a local source, a journalist, the Corning Family Resource Center was viewed by the community as just “another Mexican program”. Although the center is well accepted by the community now, racism and discrimination was another challenge mentioned by the Latino communities who have experienced it first hand.

Another concern was the presence of the casino. Even though it was acknowledged that with it came a number of jobs for the community, the dark side of it is that many Corning residents have developed a gambling addiction that is not only destroying family resources, but also is leading to stealing and crime to support this habit. It was also mentioned that an increased number of the elderly are spending their social security checks at the casino and as a result have to frequent food banks and food give-away-programs.

Since we are only financially able to lease three of the four portable classrooms at this time, the vacant room cannot officially be utilized by us. This limits us in offering more classes and activities, which is especially difficult with summer approaching and families looking for activities to do with their children.

The existing local Adult Literacy and ESL program is also viewed as a challenge. Repeated efforts to collaborate by the Corning Family Resource Center have not been successful as this agency has not shown interest in collaboration with us, but feel that we are competing for the Latino community. We are not duplicating any services as we are not offering any ESL classes, despite the high demand of the Latino community for us to do so.

Other challenges such as low wages, unaffordable housing, not enough industry, lack of emergency health care, dental care, poor roads, lack of transportation and the high number of registered sex offenders, were also mentioned.

Although the idea of building a Corning Family Resource Center did not originate with the community initially, service providers and individuals are committed to the continued development of the center. The existence of the center over the past year has opened a dialogue with this community that had not been articulated to this degree before. We are finding that as families seek initial services, the layers of need go beyond what we and our partners are capable of offering at this time. Building community capacity is a slow process and we are committed to a deliberate and meaningful development. One of the comments made by a local pastor was that the Corning Family Resource Center was the “best kept secret”, which is something we need to address by developing better marketing strategies. We have applied to participate in Strategies’ “Sustainability Project” with one of our goals getting technical assistance with marketing strategies. As a side note, this particular pastor finally attended one of our envision meetings, after being invited over and over again.

The newly formed Corning Family Resource Center Advisory group, which consists of a core group of citizens, pastors, Latinos, Superintendent of the Tehama County Department of Education, and parent educators, is an excited group of people committed to the process of growing the center into what the community needs. We have met twice this spring and will set up a regular monthly meeting schedule at our next meeting.

In conclusion, we envision the Corning Family Resource Center being the bridge that connects an existing fragmented system of care. The Envisioning Work Group consisting of individuals from the community and partner agencies (Alternatives to Violence, Department of Education, CHIP, Computers for Classrooms, St. Elizabeth Hospital, First 5, Tehama County Dept. Of Social Services, Tehama County Dept. of Education, Home Help for Latino Mothers, representatives from local churches, the Corning Family Resource Center Advisory Group, and Northern Valley Catholic Social Service are committed to building upon the strengths of a mobilized and active community.

Although we have barely scratched the surface of need, we are excited and hopeful to continue to grow into the Family Resource Center that continues to evolve, continues to involve expanding numbers of community residents, and meets the needs of the Corning community.

### **Community Assessments**

***Tehama County Report Card.***<sup>2</sup> Every two years, the Tehama County Health Partnership (TCHP) publishes the Tehama County Report Card. The Tehama County Health Partnership (TCHP) is a collaborative effort among various agencies, organizations, and concerned citizens. Initially funded by a grant from the California Wellness Foundation, the now local agency-funded TCHP seeks to improve the health and quality of life of the residents of Tehama County.

The Partnership brings together many different organizations. A main focus of the Health Partnership is to facilitate efficient delivery of preventive and support services to the community. By coordinating the resources of all the participating members and changing traditional systems of service delivery, the TCHP's effect on the community can be much greater than the individual effects of its parts.

In the 2005- 2006 Report card, the Health Partnership examined assessments and measurements of a variety of indicators to measure the progress toward our vision of a better county. The major categories are “Healthy Living”, “Public Safety” and “Society”, with each categories being divided into multiple sub-categories. The results show successes, progress and problems needing improvement, and the gaps in between. The report card is meant as a tool to help expose policy makers and the public to our community indicators to increase public dialogue and help our region become better at becoming conscious about the direction we are going.

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<sup>2</sup> Tehama County Report Card. 2005-2006. Community Health Assessment, Tehama County. Red Bluff, CA  
[Http://www.tchp.org](http://www.tchp.org)

**Community Needs Assessment.**<sup>3</sup> In the spring of 2004, the Tehama County Health Services Agency (TCHSA), Public Health Division, conducted a Community Needs Assessment. Perinatal and Child health surveys and dental surveys were conducted throughout Tehama County. Data from these surveys as well as other maternal, child and adolescent health data was collected and analyzed. Ten areas of need for Tehama County were identified and priority issues were established.

**Community Indicators for Drug and Alcohol Abuse Risk, Tehama County 2004.**<sup>4</sup>

The information contained in the report was gathered from public records that are maintained and disseminated by eight major stage agencies. This assessment identifies four major domains of risk for substance abuse and related problems, including:

*Community factors*, such as the availability of substances, community laws and norms favorable to use, extreme economic deprivation, high rates of transition and mobility and social disorganization.

*Family factors*, such as family history of substance abuse, poor family management practices, parental drug use and favorable attitudes towards drug use, and family conflict.

*School factors*, such as academic failure, low commitment to school, school-related problem behaviors.

*Individual and peer factors*, such as peer rejection, early and persistent problem behavior, alienation and rebelliousness, friends who use drugs, favorable attitudes toward drug use, and early initiation of drug use.

**California Healthy Kids Survey, Corning Union High School District, 2005.**<sup>5</sup> This survey, based on self reporting by 9<sup>th</sup> and 11<sup>th</sup> grade students measured alcohol and other drug use, level of involvement (high risk patterns), alcohol, cigarettes, and drug use at school, violence and safety behaviors, gang involvement, feelings of sadness and hopelessness and more.

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<sup>3</sup> Tehama County Health Services Agency. TCHSA, PHD 2004, Community Needs Assessment. Red Bluff, CA

<sup>4</sup> Community Indicators for Alcohol and Drug Abuse Risk, Tehama County 2004. Center for Applied Research Solutions (CARS), Inc. Folsom, CA

<sup>5</sup> California Safe and Healthy Kids Program Office. Corning High School District. Spring 2006. Core Module A.

The data suggests that a little over one third of 9<sup>th</sup> and 11<sup>th</sup> graders of the regular high school have used this drug four or more times, in comparison to 79 percent of students surveyed who are attending the continuation school. In the area of weapons on school property, of both the regular high school and the continuation school students surveyed 11 percent carried a gun to school two or more times, with 36 percent of continuation school students carrying other weapons 2 or more times, in comparison to 20 percent of regular high school students. Nineteen percent of the surveyed continuation school students consider themselves members of a gang, in comparison to 11 percent of the regular high school students. Sixty-six percent of the surveyed students of the continuation school smoked cigarettes more than four times, in comparison to 39 percent of students attending the regular high school.

**Focus Groups.** In the spring of 2006, eight focus groups were conducted in Corning to determine both needs and strengths of the Corning community. This process was guided and overseen by Strategies, who provided major technical support to us. The focus groups covered a broad spectrum of local groups and individuals, ranging from teen age to senior age, including a large group of Latino farm workers, who were so excited about being included in this process that the focus group had to be extended to three and a half hours in length.

With technical assistance from Strategies, the focus group data was evaluated and presented. We were not surprised that the primary areas of concerns for the Corning area are almost identical to the areas that were identified by the recent assessments mentioned above. The two exceptions not explicit in the above assessments appear to be unique to the Corning area and are “immigration and legal issues for Latino families” and the “negative effect the presence of the Casino is perceived to have on the Corning community.”

Out of the assessment data, the following primary areas of concern emerge most strongly:

1. Family Functioning

- Community assessments show that arrests for drug and alcohol violations in Tehama County are much higher than the state average. The same is true for arrests made for “driving under the influence”.
- In 2005, the Tehama County “Alternatives to Violence” received 1,635 hotline calls and 183 crisis calls. A total of 1583 bed-nights were provided at the women’s shelter.
- There are two major gangs in Corning. According to an interview with a Corning police officer (Ofc. Kain), they are Latino gangs with an estimated total of approx. 600 members in Tehama County, with a heavy concentration in Corning. In addition, there also is a major motorcycle gang and a “Black” gang. Fatalities over the past year have increased within the Latino gangs, with the latest being a 14-year old boy being shot at a local high school two months ago.
- Based on data collected at the Corning Family Resource Center, there is a sharp increase in referrals for counseling, parent education and home-visiting services for the Latino population.

All of the community assessments show that a large percentage of families are having difficulties being healthy and thriving because they are struggling for basic survival. Families are afflicted with multiple stressors that are rooted in poorly paying jobs, inadequate housing, low life skills levels, little parenting skills, etc. Most of these families are already in the social welfare system for CalWORKS or having their children taken into protective custody by Children’s Services, and as the pressure and stressors increase, families are at an increased risk for family violence, substance abuse and other negative cycles. In addition, families are further affected by lack of supportive friends and families, which is especially true for the immigrant family who has left behind a strong network of support in their home community.

As one of the community based organization receiving Path I (as part of Child Welfare Redesign's Differential Response) referrals from Children Protective Services, we have seen that so many families are no longer thriving. This observation is supported by the high number of parents who are attending our parenting classes (either as a part of a case plan of an open CPS referral or self-referred), and the walk-in citizens seeking basic services such as food, clothing and help with rent and utilities. The children of the families referred as Path I's all did not arrive at school with the food, sleep and clothing that they needed for a successful day. Referrals of school age children to the mentoring program in Tehama County far outweigh the supply of adult supporters. These findings point to the basic survival stress caused by deep poverty that many families are facing.

## 2. Health Care

*Teen Pregnancy.* Tehama County is designated as one of California's hot spots for teen pregnancy as it has the 15<sup>th</sup> highest teen birth rate in the state. We are all too familiar with the long-term difficulties that the teen mother and her child face. These include poverty, possible child abuse, and other adverse socio-economic circumstances. Children of teen mothers often grow up in homes that offer lower levels of emotional support and cognitive stimulation and are less likely to earn a high school diploma.

*Access to Health Care.* Many of the adults do not have access to health care from their employers nor are they eligible for MediCal, often because of their immigrant status and are afraid to enroll their children due to fears about the INS. Although while children may be eligible for dental care under Healthy Families or MediCal, very few providers will accept this insurance. Additionally, people in need of more extensive care need to drive to Red Bluff, Chico or Redding. We have seen approx. 12 pregnant Latino females seeking services during the past year, which were well into their pregnancies without having received any pre-natal care. Although one of our partners provides culturally appropriate perinatal services, it is initially the fear of drawing attention to themselves that kept these women from seeking help.

### 3. Fragmented System of Care

Our focus groups and client comments revealed that residents of Corning identified the challenge of accessing services. Not knowing where they need to go and not being able to find transportation were mentioned most often. In addition, the majority of citizens participating in parent education programs at our center have stated that their case plan requires them to “do so many different activities”, at numerous different agencies, that with all of the driving, participating and figuring out where these places are, they often fail to complete them and get sanctioned as a result. Partners and service providers are very supportive to move the service system into the direction of a user-friendly whole systems approach – viewing the family more through the family’s eyes and based on a strengths perspective.

#### Summary

Corning and its surrounding small communities are one of the most poverty impacted pockets of Tehama County. An estimated number of half of the south County residents are Spanish speaking, have little education, have few choices in employment and work in low-wage jobs, live in inadequate housing and do not have adequate health care. Many of our families’ children do not receive the love and nurturing they need to grow into healthy, well functioning adults but are programmed to repeat their parent’s fate, unless interventions happen before it is too late. Our goal as a Family Resource Center is to support our citizens, Corning residents, our partners and anyone who is willing to participate in this journey, in creating a system that offers the programs, resources, and tools to grow into a healthier and stronger community where families can thrive and develop to their fullest potential.

#### **IV. The Corning Family Resource Center Plan**

The following plan outlines the vision of the Corning Family Resource Center and the means to creating that vision. We are a collaborative project which depends on the participation of various partners. The core staff and infrastructure of the center are the hub of the wheel, with our partners providing the spokes and the momentum to move the wheel.

Based on community and partner input, and with the guidance of Strategies, the following mission and outcomes statements were developed.

##### **Vision:**

**We are a diverse community of families and individuals that are working together to create healthy families, safe children and strong community ties among our members. We believe that we can be a vehicle to affect social change by creating possibilities and choices that are roadmaps for citizens to support their right to thrive.**

##### **Mission:**

**The Corning Family Resource Center will provide safe neighborhood-based places where individuals, families and organizations have access to resources that support children, families, and communities.**

##### **Outcomes:**

- **Citizens of the community regardless of ethnicity, economics or language will be active participants in creating a harmonious, multi-cultural community that is safe, healthy and productive.**
- **Families will have access to resources that support them in becoming healthy and self sufficient.**
- **Children and youth will have the opportunity to reach their potential for physical and emotional health so they can be successful and thrive.**

- **Fathers will have access to resources and support that help them to emotionally connect with their children and be involved in their care beyond providing income for their children.**

**Guiding Principles:**

- **Families define their own strengths and needs. The Family Resource Center provides the support and resources.**
- **Inclusiveness and accessibility for all citizens are our top priorities.**
- **We will follow the strengths based “Family Support Principles”, and will focus on each individual’s resources and strengths, not deficits.**
- **We will collaborate with stakeholders on creating real conditions of well-being for our community.**

**Core Concepts:**

The Corning Family Resource Center’s core concepts are deeply rooted in the concepts and principles described in the publication “Family Resource Centers – Vehicles for Change”. We see our Family Resource Centers (FRCs) as a key prevention strategy for addressing many of the challenges that face families in our area. The Corning Family Resource Center brings together services and activities that educate, develop skills and promote moving in new directions for families. We are also a place where the community gathers to hold activities and meetings filling the need for having access to a safe and fun place. The Corning FRC will continue to evolve to fit the emerging needs of the community, promoting dialogue, collaboration, and community-wide problem solving to address the lack of services, racism, sub-standard housing, healthcare and other issues that are raised. Our sole focus is to improve the well-being of children, youth, families and communities, while respecting the beliefs, values, customs and cultures of families.

### Program Design:

The Corning Family Resource Center will design programs around the following three areas:

- Coordination of existing services offered by Tehama County partner agencies
- Co-location of existing services
- Development of new programs and services desired by the community and offered by FRC staff and partner agencies

Both the Red Bluff and Corning FRCs are currently using a basic intake form that assesses the client situation and establishes a baseline. When the Family Development MATRIX is implemented later in 2006, this data will be entered into the system, and client progress and outcomes will be tracked. A common referral form will be developed and used by our partner agencies. When the MATRIX year long implementation phase is over, partners wishing to be part of the MATRIX system will be trained by NVCSS staff and the MATRIX will be available for their usage. Other programs, such as the computer classes for families, support groups, group activities, parent education, arts and crafts, will be expanded.

New programs and services will be offered through the Family Resource Center to supplement and enhance existing programs. Among these are basic life skills classes, English as a second language for families, bi-lingual Spanish parent education classes, bi-lingual Spanish psychological counseling, father involvement programs (both Spanish and English), expanded computer classes and lab, immigration assistance, services that help Spanish speaking clients understand and fill out forms, advocacy for clients, bi-weekly family fun activities, regular credit counseling and housing workshops, and programs that are specifically designed to complement Differential Response activities as they are envisioned by Tehama County Department of Social Services.

The Envisioning Team will be expanded to include community members and other stakeholders to continuously assess and evaluate progress and emerging community needs. The core service areas are: Family and Adult Learning, Community Forum, Family Connections, and Family Support.

Family Resource Center – Resources for Program Components

<b>Program Area</b>	<b>Partner Services</b>	<b>FRC Core Services to be Funded</b>
<b>One: Family and Adult Learning</b>	(FRC Core Partner Agencies are: Department of Social Services, Department of Education, Alternatives to Violence, Community Housing and Improvement Program, Migrant Education Head Start, and AmeriCorps)	
<b>Strategies</b>		
Basic Life Skills Classes for adults and foster youth	FRC Core Partners	<ul style="list-style-type: none"> <li>▪ Instructor</li> <li>▪ Materials</li> </ul>
Computer Classes (participants receive a refurbished computer at the end of class)	FRC Core Partners	<ul style="list-style-type: none"> <li>▪ Up-to-date computer lab</li> <li>▪ Internet Access</li> <li>▪ Refurbished computers to be handed out at the end of class.</li> <li>▪ English/Spanish Software</li> <li>▪ Bi-lingual Instructor</li> </ul>
Self-guided ESL Courses	FRC Core Partners	<ul style="list-style-type: none"> <li>▪ Software, materials, curricula</li> <li>▪ Bi-lingual Facilitator</li> </ul>
Credit Counseling/Budgeting Classes and workshops/Reverse Mortgage Counseling for seniors	<ul style="list-style-type: none"> <li>▪ CHIP – Community Housing and Improvement Program</li> </ul>	<ul style="list-style-type: none"> <li>▪ CHIP Coordinator</li> </ul>
Women’s Services	<ul style="list-style-type: none"> <li>▪ Alternatives to Violence</li> </ul>	<ul style="list-style-type: none"> <li>▪ ATV Coordinator</li> </ul>
<b>Program Area One continued:</b>	<b>Partner Services</b>	<b>FRC Core Services to be Funded</b>

Citizenship classes (evening)	-Corning Adult School	<ul style="list-style-type: none"> <li>▪ Curriculum</li> <li>▪ Instructor</li> </ul>
Citizenship and Immigration Support	-FRC Core Partners	<ul style="list-style-type: none"> <li>▪ Assistance with forms and paperwork</li> </ul>
Public Access to Business Services	-FRC	<ul style="list-style-type: none"> <li>▪ Provide copier, computers, and other office supplies</li> </ul>

<b>Program Area Two: Community Forum</b>	<b>Partner Services</b>	<b>FRC Core Services to be Funded</b>
<b>Strategies:</b>		
Plan and carry out celebrations that foster the bridging of cultures.	<ul style="list-style-type: none"> <li>▪ Tehama County FRC Network</li> <li>▪ Local Rancherias</li> <li>▪ Migrant Education</li> <li>▪ AmeriCorps</li> <li>▪ Partner Agencies</li> <li>▪ Local businesses and restaurants</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide food, materials, space</li> <li>▪ Media Outreach</li> <li>▪ All FRC staff</li> </ul>
Network and outreach to all sectors of the community.	<ul style="list-style-type: none"> <li>▪ Tehama County FRC Network</li> <li>▪ FRC Core Partners Chamber of Commerce</li> <li>▪ Parent Network</li> <li>▪ Parent Advocates</li> </ul>	<ul style="list-style-type: none"> <li>▪ All FRC staff</li> <li>▪ Latino Services Coordinator</li> <li>▪ FRC Director</li> </ul>

<b>Program Area Two Continued:</b>	<b>Partner Services</b>	<b>FRC Core Services to be Funded</b>
Outreach, continued:	<ul style="list-style-type: none"> <li>▪ Ministerial Association</li> </ul>	<ul style="list-style-type: none"> <li>▪ Materials and office supplies</li> <li>▪ Media Outreach</li> </ul>
Link citizens with mentoring opportunities.	<ul style="list-style-type: none"> <li>▪ FRC Network</li> <li>▪ FRC Partners</li> </ul>	<ul style="list-style-type: none"> <li>▪ FRC Staff</li> <li>▪ Office supplies</li> </ul>
Media outreach for both English and Spanish Speaking citizens.	<ul style="list-style-type: none"> <li>• FRC Core Group</li> </ul>	<ul style="list-style-type: none"> <li>▪ FRC Staff</li> <li>▪ Latino Services Coordinator</li> <li>▪ Support for newspaper, television, radio, newsletter, and mailing of materials.</li> </ul>
Provide space and office resources for citizen led meetings and activities.	<ul style="list-style-type: none"> <li>• FRC</li> </ul>	<ul style="list-style-type: none"> <li>▪ Food, space, etc.</li> <li>▪ Office supplies</li> <li>▪ FRC staff</li> </ul>

<b>Program Area Three: Family Connections</b>	<b>Partner Services</b>	<b>FRC Core Services to be Funded</b>
Develop a parent network that includes opportunities for families, parenting classes, etc.	<ul style="list-style-type: none"> <li>▪ Tehama County FRC Network</li> <li>▪ FRC Partner Agencies</li> <li>▪ Corning School District</li> <li>▪ Home Help for Hispanic Mothers</li> <li>▪ Migrant Education Head Start</li> </ul>	<ul style="list-style-type: none"> <li>▪ All FRC Staff</li> <li>▪ Provide space, food, office supplies</li> </ul>
Expand existing parenting classes. Offer different time slots and hiring bi-cultural and bi-lingual Facilitators.		<ul style="list-style-type: none"> <li>▪ Contract bi-lingual/bi-cultural Facilitators</li> <li>▪ Purchase curriculum and software</li> <li>▪ Maintain and expand monthly calendar</li> <li>▪ All FRC Staff</li> </ul>
Expand existing lending library.	<ul style="list-style-type: none"> <li>▪ CCRE</li> </ul>	<ul style="list-style-type: none"> <li>▪ Supplement existing resources</li> </ul>
Offer enrichment activities to families.	<ul style="list-style-type: none"> <li>▪ FRC Network</li> <li>▪ FRC Core</li> </ul>	<ul style="list-style-type: none"> <li>▪ All FRC staff</li> <li>▪ Family Advocates</li> </ul>
Continued: Enrichment activities such as: Family Fun Night, Computer Classes, Father involvement, FAST, cultural theme celebrations, teen programs, scrap booking and more.	<ul style="list-style-type: none"> <li>▪ Partner Agencies</li> <li>▪ Local Rancherias</li> <li>▪ Local businesses</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide food, space, etc.</li> <li>▪ Provide materials</li> <li>▪ Provide advertising.</li> </ul>

<b>Program Area Four: Family</b>	<b>Partner Services</b>	<b>FRC Core Services to be Funded</b>
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<b>Support</b>		
<p>Link to other local resources in the community to create a common referral form and service provider network.</p>	<ul style="list-style-type: none"> <li>▪ FRC Network</li> <li>▪ Agency Partners</li> <li>▪ Community Partners</li> </ul>	<ul style="list-style-type: none"> <li>▪ FRC Coordinator</li> <li>▪ Clerical Staff</li> <li>▪ Family Advocates</li> </ul>
<p><b>Program Area Four continued:</b></p>	<p><b>Partner Services</b></p>	<p><b>FRC Core Services to be Funded</b></p>
<p>Expand co-location of partner agencies. Invite community agencies to share space to provide for a more comprehensive one-stop shop.</p>	<ul style="list-style-type: none"> <li>▪ ATV</li> <li>▪ CHIP</li> <li>▪ DSS</li> <li>▪ Dep. of Ed.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Expand facilities</li> <li>▪ FRC staff</li> </ul>
<p>Hire a Latino Services Coordinator to assist with translation, outreach, developing programs, etc.</p>		<ul style="list-style-type: none"> <li>▪ Latino Services Coordinator</li> <li>▪ Clerical Staff</li> <li>▪ Office Supplies</li> <li>▪ Activity Materials</li> </ul>
<p>Create an Interagency Family Support and Service Integration Team.</p>	<ul style="list-style-type: none"> <li>▪ All Partner Agencies</li> <li>▪ Community Partners</li> <li>▪ FRC Network</li> </ul>	<ul style="list-style-type: none"> <li>▪ FRC Coordinator</li> <li>▪ Family Advocates</li> <li>▪ Latino Services Coordinator</li> <li>▪ Clerical Staff</li> <li>▪ Coordinate Service Integration Team</li> <li>▪ Create common intake form</li> <li>▪ Coordinate Case Management Training that reflects service</li> </ul>

		<p>integration</p> <ul style="list-style-type: none"> <li>▪ Create Family Centered Advocacy Group</li> </ul>
<p>Link with STRATEGIES to create a joint training calendar for partner agencies.</p>	<ul style="list-style-type: none"> <li>▪ All Partner Agencies</li> <li>▪ FRC Network</li> <li>▪ Community Partners</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training cost, including travel, etc.</li> </ul>
<p>Provide Immigration Support.</p>	<ul style="list-style-type: none"> <li>▪ Corning Adult School</li> </ul>	<ul style="list-style-type: none"> <li>▪ Latino FRC Coordinator</li> <li>▪ Bi-lingual materials for workshops, etc.</li> </ul>
<p>Hire Clinicians (bi-cultural, bi-lingual) to serve the south county area.</p>	<p>(As of August '06, there are no bi-lingual, bi-cultural Clinicians available in this area).</p>	<ul style="list-style-type: none"> <li>▪ Bi-lingual, bi-cultural clinician to serve un-insured and Spanish speaking population.</li> <li>▪ Latino Services Coordinator</li> </ul>
<p>Develop a legal support system for citizens around housing, employment, and family law.</p>	<ul style="list-style-type: none"> <li>▪ CHIP</li> <li>▪ Alternatives to Violence</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pro Bono Attorneys/Legal Services of Northern California</li> <li>▪ FRC Coordinator</li> </ul>

**Evaluation for families and children:**

We will be using the Family Matrix Outcomes Measurement Model (by the Institute for Community Collaborative Studies), to assess, track, and evaluate outcomes.

**What is the Family Development Matrix?**

The Family Development Matrix, like the Agency Development Matrix and the Community Scaling Tool, is a tool to help the caseworker or family support or advocate worker with case management and their ability to measure the progress of the families they serve.

**A Measure of Family Progress and Outcomes**

There's no way to truly put on paper the complex realities of the families, but the Family Development Matrix helps by quantifying the qualitative.

The Family Development Matrix encourages skill building in a parent and the development of outcomes that enable the measuring of family progress. The most recent evaluation research shows that both are important in achieving change.

This documentation of a family's process in achieving outcomes allows the worker and family to look across categories and indicators of family progress so they can learn from the past to better plan for the future.

### **A Strengths-Based Approach to Case Management**

The Family Development Matrix is based on a strength model rather than a deficit model. It documents where a family is thriving as well as where it needs support, and allows those using it to easily identify strengths from which to start addressing needs.

The process of working with the Family Development Matrix over time helps family members develop the skills they need to make decisions, solve problems, plan and follow through on activities, evaluate success and failure, verbalize feelings and explain actions, etc. It models a process for problem solving that most families can integrate into their own thinking, apply in other situations, and help their children learn. These are the very empowerment skills they need to be successful in working toward and achieving outcomes.

### **Strategic Planning and Management by Outcomes**

The use of the Matrix model is responsive to the need for accountability and promotes strategic planning and continuous improvement. The data from the Matrix is used by the worker to assess the status of the clients, by the supervisor to review the cases in their unit, and senior managers to address gaps, allocate resources, and celebrate success. Funders and policy decision-makers can better understand how funds allocated are bringing tangible results.

The chart below describes the general indicators of one program's Family Development Matrix. Each program adapts a model to fit their service population. Additional program examples are displayed in the Indicators section of the Matrix web page.

#### **Example Categories & General Indicators:**

<b>Adult Education/Employment</b>	<b>Children's Care and Safety</b>	<b>Children's Education/Development</b>	<b>Community Relations</b>
<ul style="list-style-type: none"> <li>* Employed or not</li> <li>* Presence or absence of career goals, appropriateness of goals.</li> <li>* Level of education, job skills; work history</li> <li>* Employment in field of choice</li> </ul>	<ul style="list-style-type: none"> <li>* Access to quality child care/after school programming</li> <li>* Ability to afford child care/after</li> </ul>	<ul style="list-style-type: none"> <li>* Age-appropriate development-physical, cognitive, emotional</li> <li>* Age appropriate behavior; social skills</li> <li>* Verbal communication</li> <li>* Parents value child's education</li> </ul>	<ul style="list-style-type: none"> <li>* Knowledge of and access to community resources</li> <li>* Participation in the community (i.e. school, church,</li> </ul>

* Income, hours, benefits	school programming * Assure safe environment	* Parent/child interaction * School behavior; attendance and readiness to learn	clubs, etc.) * Social conditions in the neighborhood * Ability to communicate with others * Type of relationship with family, friends and neighborhood
<b>Family Relations</b>	<b>Finances</b>	<b>Food/Clothing</b>	<b>Health/Safety</b>
* Family health * Ability to resolve conflict * Interfamily communication skills * Parenting skills * Extended family relationships	* Income level in context of local cost of living * Long and short-term financial goals * Budgeting skills and financial discipline * Knowledge and understanding of financial institutions and resources	* Ability to afford adequate food and clothing * Quality of diet; adequacy of clothing * Nutritional value of meals, conditions of food preparation resources (utensils, space, appliances, sanitation)	* Environmental conditions * Health habits * Access to health resources * Status of physical health * Ability to afford health care
<b>Immigration/Resettlement</b>	<b>Shelter</b>	<b>Social &amp; Emotional Health and Competence</b>	<b>Transportation/Mobility</b>
* Immigration status * Language skills based on needs * Maintaining cultural identity  <b>Parent/Child Relationships</b> * Age and developmentally	* Security of housing over time * Safety of housing * Stability of housing over time * Condition of housing	* Quality of social support system * Presence, degree of substance abuse * Sense of personal responsibility * Ability and willingness to identify needs and access resources * Quality of mental	* Access to transportation based on level of need * Safety, condition of transportation, legal status of driver, vehicle (license,

appropriate * Nurturing * Discipline * Interactions / Enrichment	* Income and resources for housing	health	insurance, etc.)
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For more information about the Matrix, please visit our ICCS website: <http://iccs.csumb.edu> or contact Jerry Endres (831) 582-3624 or email: [jerry\\_endres@csumb.edu](mailto:jerry_endres@csumb.edu)  
Mr. Endres is the Community Director for the Institute for Community Collaborative Studies at California State University Monterey Bay.

### **The Family Development Matrix Outcomes Model**

- Assess where to start with families
- Chart family progress
- Set goals with families
- Assess effectiveness of services

As explained earlier, we are currently in the process to learn how to implement the MATRIX and will be ready to launch at the Corning FRC by May 2007 (both English and Spanish). The indicators will be decided by the FRC core partners and will reflect the most common needs and areas to be tracked.

### **Evaluation for Community:**

Members of the community regardless of ethnicity, economic situation, social stratum, or language are active participants in creating a harmonious multi-cultural community that is safe, healthy and productive:

Key Indicators:

- Levels of volunteerism
- Availability of bilingual service
- Crime data and community violence data (long term).

As explained earlier, we are currently in the process of learning how to implement the MATRIX and will be ready to launch at the Corning FRC by May 2007 (both English and Spanish).

<b>What</b>	<b>Who</b>	<b>When</b>
<b>Staffing:</b>		
Hire one Latino Services Coordinator	FRC Director  Lead Team (co-located partners)	July 2007
Retain current FRC staff after funding ends June 30, 2007 (FRC Director, FRC Coordinator, Case Manager, AmeriCorps member)		July 2007
Hire one bi-lingual Office Manager	FRC Director  Lead Team	July 2007
Hire Family Advocates	Coordinators	September 2007
Hire bi-lingual computer class/lab instructor	FRC Director  FRC Coordinators	December 2007
Retain CHIP and ATV case managers and convert both to 2 FTE's	FRC Lead Team	December 2007
<b>Facilities:</b>		
Finalize short-term facility plan	Lead Team  Coordinators	October 2007
Develop long-term facility plan	FRC Director  Lead Team	June 2008
<b>System Integration:</b>		
Family Support: Convene Interagency Family Support Team	Lead Team, FRC Coordinators, FRC Director	August 2007
Convene Service Integration Team	Lead Team, FRC Coordinators, FRC Director	September 2007
<b>Program Design:</b>		
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<b>Family and Adult Learning:</b>  -Offer basic life skills classes,	FRC staff	August 2007 - ongoing

computer classes, self-guided ESL classes, parent education, credit counseling and budgeting, workshops, support groups, citizenship classes.	FRC Core Partners FRC Director	
<b>Community Forum:</b>  -Community Celebrations  -Community Outreach  -Linking Citizens with mentoring/volunteering  -Media Outreach	FRC Core Partners  FRC Staff  Parent Network	January 2008
<b>Family Connections:</b>  -Parent Network  Expand: Parenting classes to include Spanish speakers, home visitation, monthly calendar  -Enrichment activities  -Expand lending library  - After School Homework Club  -FAST (Families + Schools Together)	FRC Core partners  FRC Staff  Latino Coordinator  Parent volunteers, tutors    FRC Core Partners  FRC Staff, AmeriCorps	August 2007-ongoing          August 2007 - ongoing
<b>Family Support:</b>  -Create Interagency Family Support Team  -Create Service Integration Team  -Hire bi-lingual/bi-cultural clinician  -Link with STRATEGIES  -Provide Immigration assistance +	FRC Core Partners  FRC Staff    FRC Director, FRC Core Partners	August 2007 - ongoing

resources		
-Develop legal support system		
-Assist with Healthy Start/MediCal applications		

**Facilities:**

The Corning FRC is currently located in portable classrooms that are on the premises of West Street Elementary School. Prior to securing this facility, we spent about two years searching for a building. In the year and a half we have been in our facility, it has become apparent that being so close to the school grounds is a tremendous plus. Families find us easily and because our facility being former classrooms, they are handicapped accessible with ramps, bathrooms, and parking already in place. In addition, the FRC is surrounded by a beautiful lawn, trees, and a playground – all of which lend themselves well for our outside family activities. Of the four classrooms, the FRC leases two, with the third room being leased by the Tehama County Department of Social Services. The fourth room remained unused because we did not have the financial resources to lease it. Our hope is to develop a “one stop shop” because services are spread out across the community. We found that a client without transportation, such as a mother pushing a stroller and walking with young children, or an elderly person, cannot realistically visit more than one or two agencies at any given time. In addition, the hot weather with temperatures over 104 degrees holding steady for two months, makes walking these distances very unhealthy, especially for young children and babies.

**Marketing**

The FRC will utilize comprehensive, community-based marketing strategies in order to provide a full awareness of the activities and programs offered by the FRC.

The marketing strategies to be utilized will include the following:

1. Develop appropriate signage for the entrance of the FRC
2. Develop a banner to be utilized in a prominent downtown location
3. Develop a brochure and mailer in collaboration with FRC partners that includes services provided and activities at the FRC
4. Develop flyers and posters that advertise FRC’s activities

Following the completion of community marketing materials and publications, FRC staff will begin a marketing strategy to ensure materials and flyers are distributed throughout the Corning community.

FRC brochures and posters will be provided in the community in locations that target children and families including:

- Local churches and church bulletins
- Grocery store bulletin boards
- Laundromat bulletin boards
- School newsletters and bulletin boards
- Corning Chamber of Commerce publication
- Local newspaper
- NVCSS Newsletter
- Daycare facilities
- Local library

Marketing to the community will also be accomplished by developing a presentation on the services offered by the FRC and speaking to local groups such as the Parent Teacher Associations, the Latino Outreach group, the Corning Health Services Coalition, and service clubs such as Rotary, Soroptomist, Kiwanis, and Lion's Clubs. Materials will also be provided in the surrounding area of Red Bluff in order to broaden our community outreach to organizations such as Shasta College, the Tri-County Economic Development Corporation (TCEDC), and the local Job Training and Business One Stop Center. A grand "open house" will be held as well as regular monthly open house activities spotlighting a particular program offered at the FRC.

Additionally, staff will hold weekly "all-staff" meetings to review responsibilities for attendance at community meetings including the Inter Agency Coordinating Council. Staff will also attend Corning City Council meetings, which are held the 2<sup>nd</sup> and 4<sup>th</sup> Tuesdays of each month. Staff will request that "Corning in the Morning", a local Corning Chamber of Commerce event that is held the 3<sup>rd</sup> Wednesday of each month for local businesses, is hosted by the FRC in order to highlight our programs and services to the local business community.

Other local events that will include participation from the FRC staff include the following:

- ❖ Corning Olive Festival
- ❖ Corning Annual Pet Show
- ❖ Corning Fun Run
- ❖ Corning May Car Show

❖ Corning Hometown Christmas

Staff will meet with local school officials to ensure FRC staff participate in presentations to the Parent Teacher Association meetings and staff meetings at the following schools:

- Maywood School
- Olive View School
- Rancho Tehama School
- West Street School
- Woodson Elementary School North
- Corning High School
- Centennial High School
- Corning State Preschool
- Corning Head Start Center

Additional marketing support will be provided by the NVCSS Development Department, including assistance with the development of marketing materials, providing staff time to issue Public Service Announcements (PSA's), and providing staff support and agency materials and supplies for FRC program events and activities.

**Community Partners:**

The following agencies use our FRC for activities (these agencies do not have offices in Corning and are now able to serve the Corning community because of the Corning FRC offering the use of the facility):

- **Shasta County Office of Education** – Early Intervention Program-Parent meeting with EIP, staff and children accompanying parents. This is a weekly special education program for parents and their disabled children.
- **Migrant Head Start Center** – Workshops for family child care providers (Currently in the process of finding funding to lease the fourth classroom)

- **Girl Scouts** – Bi-monthly meeting of Girl Scouts to discover the fun, friendship, and power of girls together. Girls learn the importance of personal responsibility, the value of goal-setting, the spirit of teamwork, and the thrill of accomplishment.
- **First 5** – Asset training and workshops for 0-5 human service workers and parents.
- **AARP** – Provides eight hour training to seniors on Safe Driving Practices.
- **Home Help for Hispanic Mothers** – Provides instruction for child passenger safety class. Participants receive a free car seat.
- **Child Care Referral & Education** - Workshops for Corning child care providers.
- **Mujer Mejor** (Better Women) – A support group for women.
- **Grupo de Liderazgo** (Exercise class) – Women led aerobics class.
- **St. Elizabeth Hospital** - Women’s and Children’s Center – Childbirth class series and Infant Massage class.
- **Corning Quilters** – Weekly meeting open to anybody wanting to socialize and quilt.

### **Challenges:**

The Corning FRC is solely funded through Tehama County Social Services. Their extraordinary vision and supporting dollars for developing comprehensive services in the Corning area have been the foundation of the FRC. Being part of Child Welfare Redesign–Differential Response, Tehama County is among the first cohort that is “testing” the development of community based organizations as partners in serving Path I and Path II clients. The funding sources come from Child Welfare Redesign monies and Small Counties Initiative II (SCI II) monies and depend on the State budget allocations. The latter funding stream will end on June 30, 2007, and unless another funding source is secured, the Corning FRC will have to close its doors.

### **Steps towards long term sustainability:**

The Corning Family Resource has been accepted for the "Sustainability Project" by STRATEGIES. As we are nearing the end of the current funding stream, we look to gain the necessary skills and insights into developing a long term sustainability plan. Our first meeting as part of this project is in October 2006. In addition, other funding sources are being researched constantly; however, no concrete solutions have been secured. Migrant Head Start is locating in Corning within the next year, and we will be seeking a strong collaborative relationship with this program to capitalize on access to and support for the needs of the Latino community. In addition, this coming year will see discussions about the community's commitment and role in the FRC Network sustainability after 2007 at the main governance groups of service agencies. This includes First Five Tehama, the Children and Family Leadership Team (the advisory body for California Welfare Services Redesign), the Health Partnership, and the CalWorks Administrative Oversight Team (Welfare Reform advisory body). These groups currently support the FRC Network directly or indirectly, and will be examining how they can help sustain the FRC Network existence and growth.

### **Structure**

The lead agency and fiscal agent for the Corning Family Resource Center is Northern Valley Catholic Social Service (NVCSS). NVCSS is a non-profit social service agency with its headquarters in Redding, California. Established in 1988 by a handful of concerned citizens, NVCSS has now established services and satellite offices in seven surrounding, mainly rural, counties, employing more than 150 staff and managing a budget of approximately eight million. Programs and services range from psychological counseling and testing services for children and families, teen services, housing development and services, drug and alcohol abuse counseling, services for at risk first time mothers, parent education for incarcerated clients and clients on probation, community programs for families, housing services and more. Collaborative efforts with other community agencies are high priority as NVCSS' mission is to serve the unmet needs of the entire community.

### **Governance**

Since the Corning FRC has been implemented already and is in its second year, members of our partners are also functioning as the lead team and share leadership responsibility. A "Community Council" is presently being formed, which is comprised of citizens and agency representatives who will provide vision and direction to the FRC. In addition, the Tehama County Family Resource Center Network concept, which was dormant for the past twelve months mainly because of staff changes, is being revisited for formal development by representatives from First 5, Tehama County Department of Social Services, Alternatives to Violence, Community Housing Improvement Project, and the Corning FRC.

### **Staffing**

**FRC Director** : Oversees both the Corning and the Red Bluff FRC. Responsible for building and maintaining relationships at administrative level among Corning service providers, and facilitating the local existing and growing collaborative. Develop and secure resources to support the Corning Family Resource Center.

**FRC Coordinator:** Responsible for designing and implementing programs and services to meet the needs of the Corning citizens.

**FRC Case Manager:** Responsible for assessing clients' needs, providing resources and support, and teaching and facilitating classes and activities for children.

**AmeriCorps Member:** Provides support to citizens, community outreach, participates and designs family activities.

**CPS Social Worker:** Manages Corning area clients and caseload.

**Alternatives to Violence Project Specialist:** Point person for domestic violence cases in Corning. Provides case management and support.

**Community Housing Improvement Project Specialist:** Manages caseload, provides classes and workshops for first time home buyers, assists with credit counseling and housing issues.