

Family Resource Center of Quality Operational Standards

This document is meant to supplement the Standards of Quality of Family Strengthening and Support to be used as part of the designation process as a FRC-Q. These Operational Standards have 2 related tools to assist in the designation process: a program self-assessment and an evaluation tool to be used by the FRC-Q designation review team.

The Operational Standards have four sections:

1. Service Provision (SP)
2. Location and Space
3. Staffing (ST)
4. Organizational Structure (OS)

Section 1 Service Provision – in addition to the service attributes described in the Standards of Quality for Family Strengthening and Support which describe services that are family driven, individualized, and strengths-based, the services offered by a Family Resource Center of Quality should also reflect these criteria.

Standard SP1

A Family Resource Center of Quality is open to all families caring for children and/or to prospective parents living within a community or designated service area.

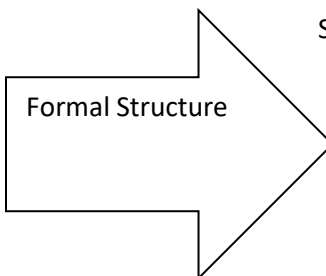
From NH RSA 126-M: “Family resource centers” means places in communities that are open to all families to provide wellness and primary prevention services and that partner with families to empower them so that families and communities thrive.”

SP1.1 Foundational Quality Indicator

Center serves a wide variety of families

Some examples may include:

- Center information states supports are available to all families in the community
- Center provides a variety of group activities, recognizing different family structures and ages.
- Center is ADA accessible
- Center serves not a geographic community but a defined area such as school attendees or incarcerated persons



SP1.1 High Quality Indicator

Center has policies and/or intentional outreach strategies to assure that families served reflect the diversity of the community in its identified service area.

Some examples may include:

- Outreach plan includes strategies to reach immigrant/refugee families, including outreach to faith organizations.
- Center’s Strategic Plan targets a broader geographic footprint to provide programming in communities with low-income populations

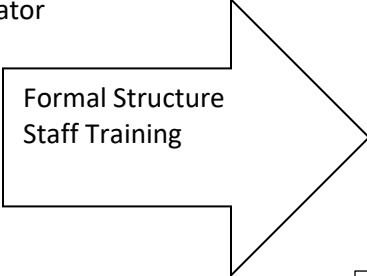
Standard SP2

Family Resource Centers of Quality provide certain core services that promote and strengthen family protective factors. These services are: 1) parenting support and education; 2) opportunities that promote social interaction for children and youth, parents, and other caregivers; 3) supports for children birth to age 5; 4) information and referral; and 5) promotion of family economic success, including facilitating access to concrete supports.

SP2.1 Foundational Quality Indicator

Center provides each of the 5 core services.

Formal Structure
Staff Training



SP2.1 High Quality Indicator

Center design explicitly incorporates these core services and others and uses evidence based and evidenced informed practices when possible.

Some examples may include:

- Center’s information reflects programming in all five core service areas
- Center provides on-going programming in all five core service area.

Some examples may include:

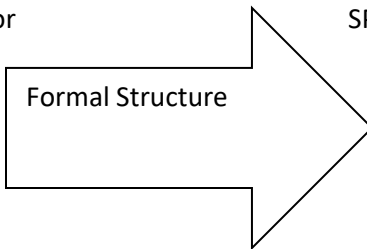
- Growing Great Kids, an evidence-based practice, is provided in Home Visiting Programs and Parenting Groups
- Motivational Interviewing, an evidence-based practice, is provided during interviews to determine needs and appropriate supports.
- VITA program is provided at the Center.
- Approval is sought and obtained to classify Take Action as an evidence-based curriculum for teens.

Standard SP3

Family Resource Centers of Quality provide services, which reflect the belief that family wellbeing and self-sufficiency is best achieved through directing efforts at both promoting optimal child development and building caregiver capacities.

SP3.1 Foundational Quality Indicator

Centers routinely offer some services intended for children, and others for parents and other caregivers



SP3.1 High Quality Indicator

Center articulates in annual reports, program descriptions or other formal communication the intentional use of a two-generation approach

- Some examples may include:
- Center information show on-going programming for children, parents and other caregivers
 - Center offers child care by qualified providers during Parenting Education sessions.
 - Child-focused activities are provided with parent elements, i.e. family literacy

- Some examples may include:
- HiSET classes are offered with a child care component, acknowledging the student’s role as a parent also.
 - Program descriptions highlight a holistic approach to the family – addressing the well-being of both the child and the family.

Standard SP4

Family Resource Centers of Quality provide other services identified in RSA 126-M as wellness and primary prevention services as determined by community needs. (see [RSA 126-M](#) in packet)

SP4.1 Foundational Quality Indicator

Center routinely offers a variety of services from the list articulated in the statute

Formal Structure
Staff Training
Parent Partnership

SP4.1 High Quality Indicator

Center has examples of process to intentionally develop prevention programming in response to community needs.

Some examples may include:

- Center’s information shows a variety of prevention programs available to the community

Some examples may include:

- Based on the need in the community, Take Control programming was offered to teens
- Programming is provided in remote location to provide supports to rural community with limited transportation resources

Section 2 Location and Space – An important component of the operational standards of a Family Resource Center of Quality. Quality practice relative to this area is well-articulated in the Standards of Quality for Family Strengthening and Support. (see Standards of Quality for Family Strengthening and Support, Standard FC2) .

Responses in this section could include, how space was chosen, how is it geographically, physically, and culturally accessible and what role family partnership had in the design, set-up and use of the space.

Section 3 Staffing

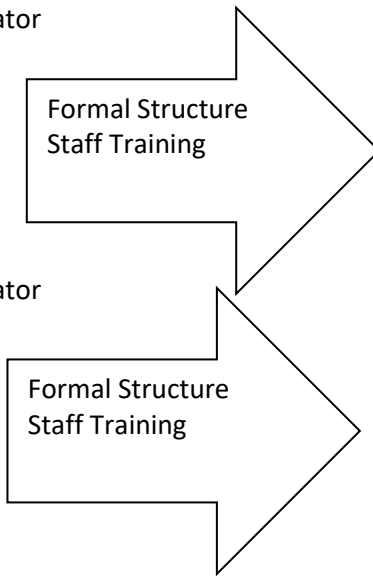
Standard ST1

A Family Resource Center of Quality has a professional, skilled staff willing to adopt new practices and commit to quality standards. This includes being trained in curricula or other strategies implemented with families, when appropriate.

ST1.1 Foundational Quality Indicator

Staff are well oriented to their position and receive substantial orientation and on-the-job coaching and mentoring

ST1.2 Foundational Quality Indicator
Center Directors and those providing significant supervision have a Bachelor’s degree or an equivalent combination of higher education and work experience in a field related to family support



ST1.1 High Quality Indicator

Program has written orientation plans including trainings, coaching and objectives.

There are articulated policies to facilitate all staff achieving higher education that lead to opportunities for internal advancement. (Advancement can mean growth in position or responsibilities)

- Some examples may include:
- Staff state that they were sufficiently oriented to positions when hired.
 - Staff report receiving support as needed to build skills.
 - Program Director and supervisors have Bachelor Degrees
 - There are articulated policies about experience’s role in waiving, supplanting, or otherwise being equivalent to degree requirements.

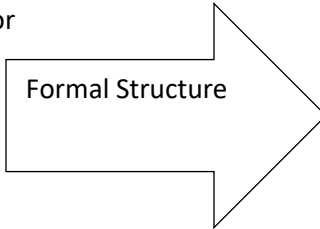
- Some examples may include:
- Center has orientation plan or checklist and implements for each new hire.
 - Professional Development plans are developed for each new hire based on his/her goals and needs
 - A mentor is assigned to new staff for the first six months.
 - Funding is available to support the pursuit of higher education or certification.

Standard ST2

A Family Resource Center of Quality will have adequate staff to carry out its services in a family-responsive, accountable manner. This can include services offered through collaboration with other agencies.

ST2.1 Foundational Quality Indicator

Center demonstrates an ability to consistently hold planned programming with sufficient staff that hold qualifications for their role.



ST2.1 High Quality Indicator

Center staffing needs are determined by formal needs assessment and program has formal recruitment plans for qualified and diverse staff.

- Some examples may include:
- Programming is provided with sufficient, qualified staff with no gaps.
 - Families are enrolled in programs within appropriate timeframe, with limited waiting.

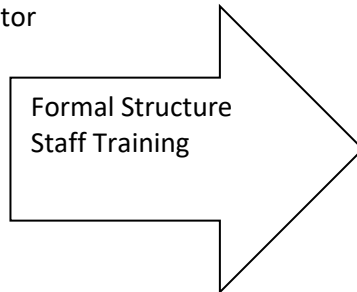
- Some examples may include:
- Staffing needs are flexible and determined by number and needs of participants.
 - Job descriptions and recruitment documents state specific qualifications, including equal employment opportunity statements.
 - Staff diversity needs to reflect the population served is acknowledged in the recruitment process.

Standard ST3

Family Resource Centers of Quality assure that their staff members are trained in the Principles of Family Support and the Strengthening Families Framework

ST3.1 Foundational Quality Indicator

At least 80% of Staff* from multiple levels of the organization are trained in the Standards of Quality and maintain their certification

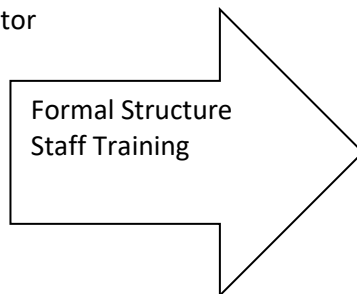


ST3.1 High Quality Indicator

100% of staff are trained in the Standards and a formal plan to maintain certification is articulated within program operational plans or staff professional development plans

ST3.2 Foundational Quality Indicator

80% Staff (based on an FTE Formula) have attended at least an introductory training or workshop in the Strengthening Families Protective Factors Framework.”



ST3.2 High Quality Indicator

80% of staff have completed in-depth training in the Strengthening Families Framework training and completion of the training is integrated in staff orientation or professional development plans.

- Some examples may include:
- Training certificates showing 3 staff members (total staff 4.0 FTE) are certified in the Standards of Quality.
 - All staff members currently certified in the Standards of Quality have renewed their certification as required every two years.
 - 8 staff members (total staff 10.0 FTE) have completed the first session of Strengthening Families Protective Factors Framework on line and have certificate of that session.
 - Staff have completed a workshop on Strengthening Families Framework.

- Some examples may include:
- 100 % (4 staff of 4.0 FTEs) are certified in the Standards.
 - Expectation of certification is included in job descriptions.
 - Certification and maintenance of certification are included in all professional development plans, including those at orientation and those as part of periodic review process.
 - As appropriate, the completion of the full training series of SF is an included in each staff’s professional development plan, including those developed at orientation and those as part of a periodic review process.

***80% of staff can be determined by an FTE formula.**

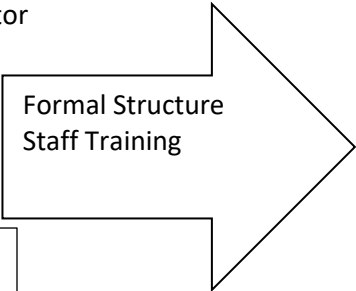
Standard ST4

A Family Resource Center of Quality is committed to its staff's professional development.

ST4.1 Foundational Quality Indicator

Staff are encouraged to attend training and given the resources to do so

Formal Structure
Staff Training



ST4.1 High Quality Indicator

Staff have a formal professional development plan within 1 year of hire that articulates co-created goals

Some examples may include:

- 4 staff attended Growing Great Kids training in May 2015
- A line item is included for staff training in the annual budget
- The local administrator of SNAP presented at a staff meeting
- Home Visitors were funded to attend a Mindfulness training last month

Some examples may include:

- Center maintains a calendar to ensure all staff attend required HFA required trainings
- Center policies state expectation for on-going professional development activities and allow 2 professional development days per staff person
- All staff create professional development goals as part of a joint Professional Development Plan, both at orientation and as part of the periodic review process.

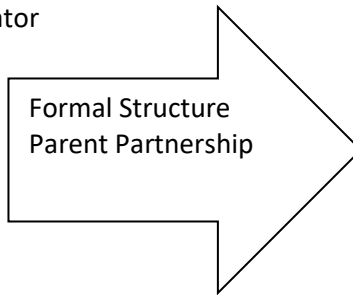
Section 4 Organizational Structure

Standard OS1

A Family Resource Center of Quality has a clear organizational structure that meets the needs of the program, its staff, and the families served.

OS1.1 Foundational Quality Indicator

Center has an organizational chart with clearly defined roles. This chart articulates both roles of individuals within organization and where the program fits within a larger agency, if applicable

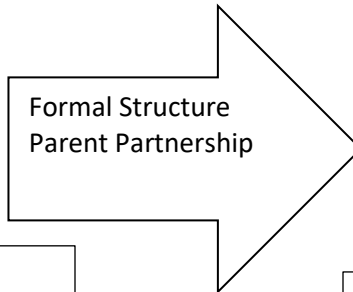


OS1.1 High Quality Indicator

Center has a formal process for assessing whether organizational structure meets its needs in the face of changing demands.

OS 1.2 Foundational Quality Indicator

Center values flexibility and changes offered programs and services when needed



OS 1.2 High Quality Indicator

Center engages in formal strategic planning with multiple stakeholders And changes programming as part of a planned intentional approach to meet community needs

Some examples may include:

- The Center has an organizational chart and shares it at the time of hire and at the time of any change in the structure
- The organizational structure is clearly articulated as part of a center’s annual report
- The scheduling of a parent-child group was changed to Saturday in response to the needs of working families who wanted to attend.
- The brochure of scheduled programs highlights new programs available to the community
- A parent education class, led by a Spanish-speaking staff member, was developed and implemented.

Some examples may include:

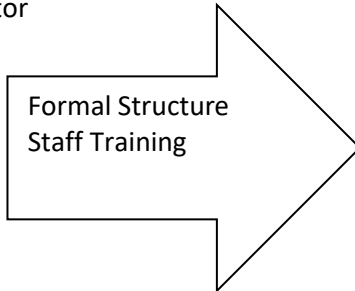
- The agency’s Strategic Plan is created every five years and is reviewed and revised yearly based on changing needs
- Progress reports to funders include a review of the organizational structure
- Focus groups with Board members and community partners were held as a part of the Strategic Planning process to assess the organizational structure to address the current needs of the organization.
- The Family Resource Center participated in the Community Health Needs Assessment conducted by the local community hospital and new programming addressing economic self-sufficiency was developed in response to the needs identified.

Standard OS2

A Family Resource Center of Quality operates as, or is part of an agency which operates as a healthy nonprofit organization.

OS2.1 Foundational Quality Indicator

FRC or parent agency is designated as “in good standing” by NH Secretary of State’s offices



OS2.1 High Quality Indicator

FRC or parent agency has received recognition from independent sources for outstanding business practices

Some examples may include:

- The parent agency has a current certificate of “good standing” from the NH Secretary of State’s Office <http://www.sos.nh.gov/corporate/PDF/gscert.pdf>

Some examples may include:

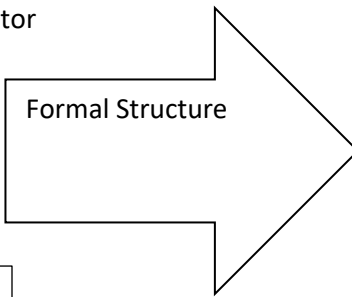
- Accurate and timely information on the agency is found in GuideStar
- Agency has been recognized by the NH Center for Non-Profits
- Center has been named a Champion in Action by Citizens Bank
- The Family Resource Center has been voted a runner-up as the Non-Profit of the Year by the local Chamber of Commerce.

Standard OS 3

A Family Resource Center of Quality has adequate funding and a long-term sustainability plan.

OS3.1 Foundational Quality Indicator

Center currently has funding or ways to support all operations and programs



OS3.1 High Quality Indicator

Center has an articulated sustainability plan which may include its own cost center and/or budget and an ongoing commitment from parent agency if applicable.

Some examples may include:

- Current financial reports show of positive balance of revenue and expenses.
- Family Resource Center Annual Report shows a diversity of reliable funding sources
- Service provision in all programs have been continuous and not affected by funding changes.
- A new funding source was sought and obtained in order to maintain parent-child groups after the previous funder did not renew a grant.
- The local Lions Club has supported the Center’s Holiday gift drive for 5 years and has committed to continue this partnership.

Some examples may include:

- A healthy financial reserve fund is maintained.
- 100% of the Board of Directors are donors to the agency.
- The Center’s sustainability plan includes consideration of contracts with other agencies and entities and possible alternative funding.
- Future plans for the FRC is included in the parent agency’s Strategic Plans
- The FRC Director is part of the parent agency’s leadership team
- Sustainability is a component of the Strategic Plan.