

2017



BOULDER COUNTY FAMILY RESOURCE NETWORK

Governance Charter

April, 2017

A governing document of the Boulder County Housing and Human Services Advisory Committee (HHSAC)

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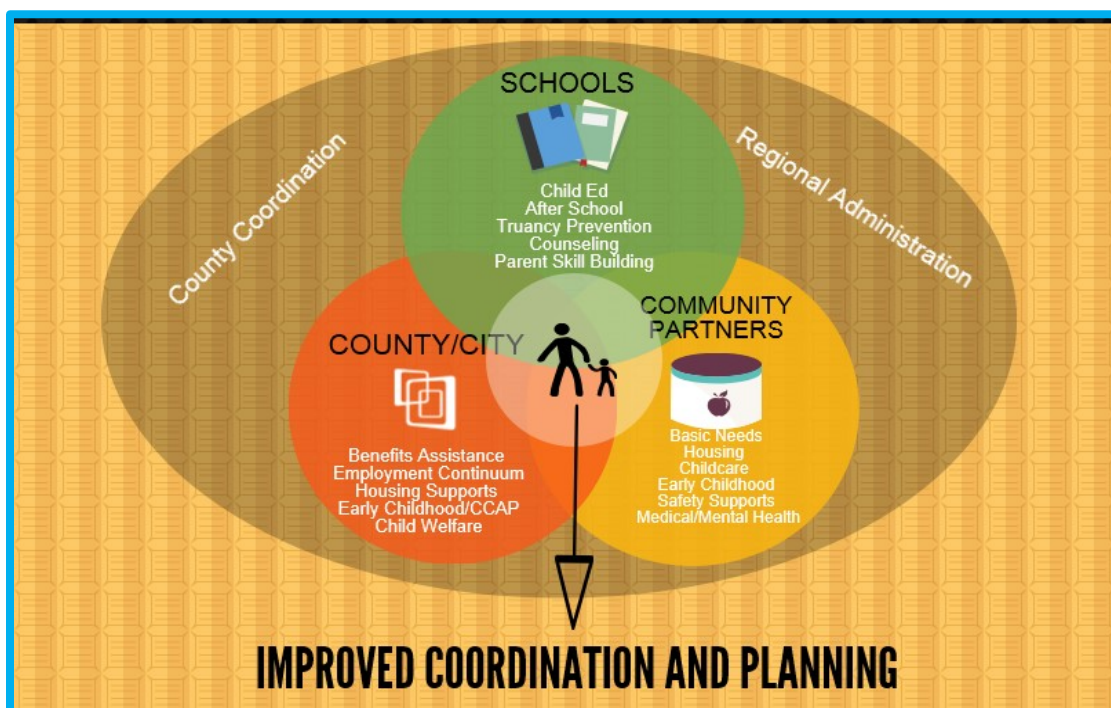
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1. Overview

A. Boulder County Family Resource Network (FRN)

Vision: Vision: Boulder County families are valued, healthy and thriving.

Mission: Based on a two generational approach, Boulder County will have a fully integrated system of service delivery, organized through a county-wide governance structure comprised of citizens, schools, community-based entities, and city/county government aimed at improving self-sufficiency outcomes of families and social, emotional, and academic outcomes of children and youth .



*A fully integrated system is a **holistic approach** to serving each consumer, using an **interoperable data exchange** to link the people, services, and information across systems and programs for robust **care coordination, integrated case planning, timely service delivery, and cross-system relationship management.**

B. The FRN Regional Council (RC)

The Regional Council is responsible for achieving a visionary, yet complex, large system-change process, aligning strategic direction and implementation consistent with the integration vision outlined above designed to produce the positive, long-term, sustainable outcomes for children, families, and individuals served throughout the community.

The Boulder County Housing and Human Services Advisory Committee (HHSAC) will serve as the Family Resource Network Regional Council (RC). This Governance Charter serves as a component to the HHSAC by-laws.

The Regional Council provides the overarching governance to the Family Resource Network and oversees achievement of collective service outcomes to improve overall well-being of Boulder County families. In this model, the Regional Council consists of high-level leaders with a stake in the outcome of the effort, people in a position to make significant policy decisions, break down barriers, and provide vision and strategic direction. It consists of leaders representing the major areas of Boulder County (see graphic on next page) across three key sectors (schools, county/city, community-based organizations) and is primarily responsible for the following:

- Communicating a clear shared vision;
- Defining strategy and expected community-wide outcomes;
- Ensuring that the input by those being served by the FRN is guiding its direction;
- Monitoring performance on key metrics;
- Advocating and informing on relevant local, state and federal policy;
- Supporting and advising on program improvement;
- Supporting coordinated and consistent processes, policies, and management of the FRN;
- Facilitating and approving formal agreements for operation of the Network;
- Facilitating resource procurement and allocation;
- Informing and supporting the Boulder County Integrated Services Delivery Model of Care (ISDMC);
- Reviewing and approving recommendations from Local Area Collaborative groups (LACs);
- Increasing efficiency and collaboration among partners;
- Reducing duplication of services/efforts and identify gaps; and
- Making decisions required to assure success of the FRN.

The FRN Regional Council will be responsible for ensuring focus on the vision and strategic direction and must monitor progress toward implementation in order to create the seamless that benefits both consumers and the community.

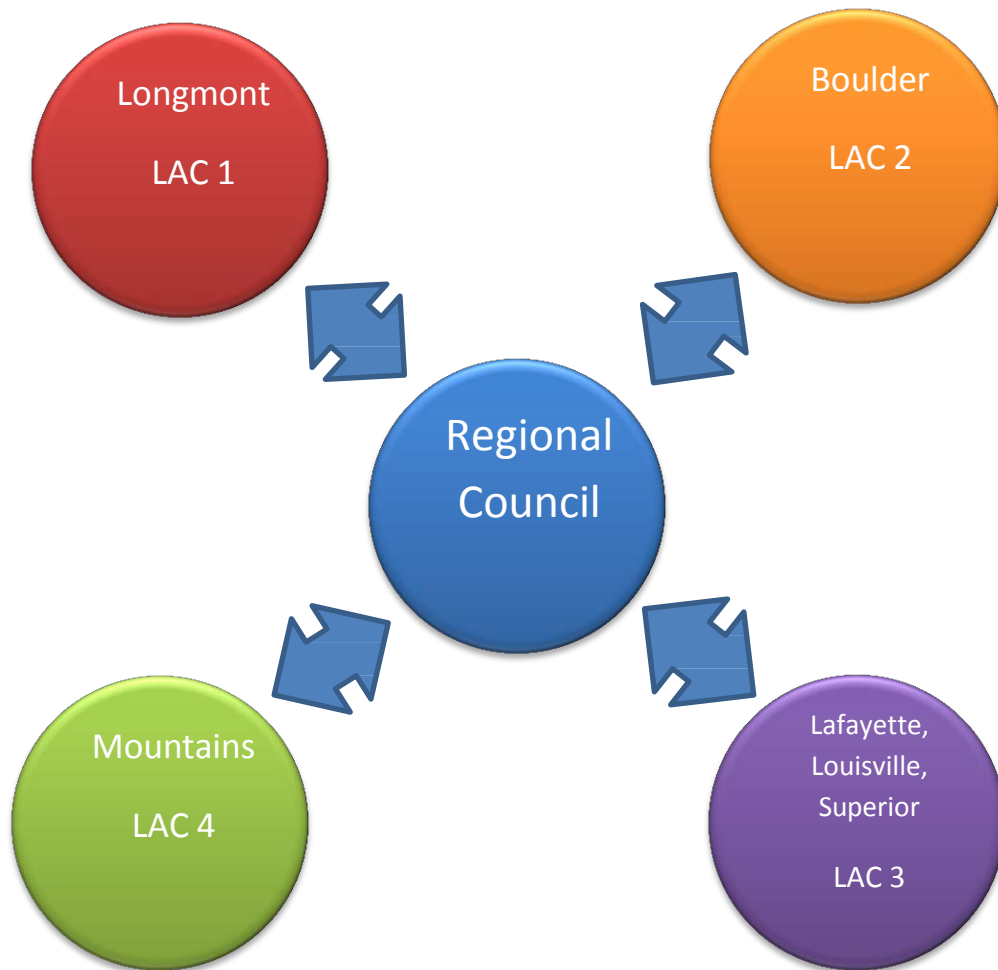
Note: The FRN does not take the place of any individual agency's Board of Directors.

c. Local Area Collaborative Groups

Given that a core principle of the Family Resource Network is that each community hub address the specific needs of the local area, Local Area Collaborative (LAC) groups will be created consisting of representatives in four regions (see page 4). Using data-informed practices, LACs are responsible for forming and overseeing the local "hubs" (networks of support) to include:

- Reviewing access and referral processes;
- Identifying challenges and opportunities, helping the Regional Council leadership understand the barriers, working through them, and delivering on the vision;
- Ensuring that the input by those being served by the FRN is guiding its direction;
- Reviewing and analyzing local data and reports on family resource programming;

- Implementing referral, access and data quality improvement plan;
- Tracking progress on implementation of collective service outcomes;
- Establishing and ensuring participant programs adhere to standards outlined by the FRF and Quality Service Standards by the Family Resource Center Association;
- Coordinating training and “communities of practice” within areas and collaboration between areas; and
- Informing and supporting the Boulder County Integrated Service Delivery Model of Care.



D. Boulder County Staff Roles

Three designated Boulder County staff will provide guidance, technical assistance and support to the Regional Council and the Local Area Collaborative groups to achieve desired process and service outcomes.

Regional Council Liaison- IMPACT Strategic Initiatives Manager

Duties include:

- Leads monthly Regional Council (RC) meetings;
- Organizes meeting agendas, produces pertinent materials, identifies primary decision needed to advance the FRN, and responds to requests/needs of members;
- Provides recommendation to the RC necessary for making key decisions;
- Facilitates linkages between RC members and other key stakeholders to the FRN including other HHS staff and related initiatives, local/state/federal human services divisions and policy makers, funding entities, etc.;
- Provides summary of activities, needs, recommendations and requests from LACs;
- Ensures high-level data and reporting and analysis on process and system-wide service outcomes;
- Facilitates development and distribution of communications on FRN for RC and stakeholders;
- Provides stewardship of pertinent agreements between entities including Memorandums of Understanding, Intergovernmental Agreements, contracts, etc.;
- Facilitates data-driven decision making;
- Updates committee on HHS Integrated Services Delivery Model of Care work as a fundamental basis for service delivery by FRN partners;
- Provides any pertinent fiscal reports (i.e. funding reports); and
- Facilitates feedback on strategic investments.

Local Area Collaborative Liaison - The IMPACT Strategic Initiatives Coordinator

Duties include:

- Provides assistance with analysis of Local Area Collaborative data and outcomes and reports to the Regional Council;
- Facilitates support for programs on FRC guidelines and principles including coordination of technical assistance to member sites;
- Stays apprised of local need and, in partnership with Strategic Initiatives Manager, develops recommendations for programs and model improvements at local and regional levels;
- Supports development of Family Resource Centers in each local area;
- Provides technical assistance as needed to LACs and/or specific member agencies; and
- Serves as Regional Council Liaison in the absence of the Strategic Initiatives Manager; and
- Oversees Boulder County Department of Human Services contract scopes and agreements with Family Resource Centers.

Administrative Support – IMPACT Strategic Initiatives Specialist

Duties Include:

- Compiles all materials for RC and LAC meetings and sends in advance;
- Schedules all meetings and addresses all logistical needs;
- Takes minutes, tracks action items, and follows up with identified members to ensure

- completion;
- Compiles and sends all relevant correspondence;
- Gathers data reports for LACs and RC; and
- Provides summaries on pertinent related initiatives and investments (i.e. Truancy Improvement Project, childcare contracts, etc.) for LACs and RC.

2. Membership

A. Regional Council

At minimum, the Regional Council will be comprised of the following primary representatives (or their designee serving in a senior leadership role).

SCHOOL

St. Vrain School District Assistant Superintendent or designee

Boulder Valley School District Assistant Superintendent or designee

COUNTY/CITY GOVERNMENT

Boulder County Housing and Human Services Director

Boulder County Community Services Director

Boulder County Department of Public Health Director

City of Longmont Human Services Director

City of Louisville - Housing Representative

City of Boulder Human Services Director

COMMUNITY-BASED AGENCY

OUR Center Director (LAC 1)

Sister Carmen Community Center Director (LAC 2)

EFAA Director (LAC 3)

The Early Childhood Council of Boulder County Director (ECCBC)

Clinica Director

Boulder Housing Partners Director

Peak to Peak Representative

I Have a Dream Foundation Director

Current or Previous Participant in FRC Services

MEMBERS AT-LARGE

Per the HHSAC by-laws-

- A chair will be identified.
- At their own discretion, the Council may expand membership beyond the above representatives based on a majority vote.

- A quorum must be in place for final decisions to be valid.

B. Local Area Collaborative Groups

At minimum, membership consists of directors and/or program staff (or their designee) from each local area to include the local Family Resource Center; city program staff; local school administrators; Family Resource Schools (FRS) program staff; parent/participant advisory members; mental health providers, and a the County Liaison. At least one Local Area Collaborative member will sit on the Regional Council.

SCHOOL

- St. Vrain School District – TBD (attends for LAC 1)
- Boulder Valley School District – TBD (attends for LAC 2, 3 and 4)

COUNTY/CITY GOVERNMENT

- Boulder County Housing and Human Services - FRF Liaison (attends all 4 LACs)
- City of Longmont- Children and Youth Center staff member(LAC 1)
- City of Boulder – Family Resource Schools Administrator (LAC 2 and 3)

The following representatives will attend meetings as needed. An agenda for each monthly meeting will be sent in advance to the representative in order for the designated representative and the county liaison to determine if attendance is needed.

- BCDHHS Early Intervention Team Program Manager (attends all 4 LACs)
- Boulder County Community Services – Workforce Boulder County staff member (attends all 4 LACs)
- Boulder County Department of Public Health representative (attends all 4 LACs)

COMMUNITY-BASED AGENCY

- OUR Center FRC program staff and FRC parent advisory member (LAC 1)
- Sister Carmen Community Center FRC program staff and parent advisory member (LAC 2)
- EFAA – FRC program staff and parent advisory member (LAC 3)

The following representatives will attend meetings as needed. An agenda for each monthly meeting will be sent in advance in order for the representative and the county liaison to

- ECCBC Associate Director (all 4 LACs)
- I Have a Dream Foundation staff (all 4 LACs)
- Clinica program staff (all 4 LACs)
- Boulder Housing Partners program staff (LAC 3)
- Peak to Peak Representative (LAC 4)

Current or Previous Participant in FRC Services

3. Scope and Roles

A. Regional Council

The Family Resource Network Regional Council guides overarching governance of the Family Resource Network with support of the staff liaison. The RC will use key principles in the Standards of Quality and ISDMC practices to guide implementation.

- **Communicate a clear shared vision** - RC members will be responsible for formalizing and communicating the FRN vision and key objectives within their agencies and in the community.
- **Define strategy and expected community-wide outcomes**- The RC will be responsible for formalizing both process and collective program outcomes for the FRN (see page 9), finalizing an agreed upon logic model with tangible measures, and monitoring progress in achieving these outcomes.
- **Ensure that the input by those being served by the FRN is guiding its direction**- Either through representation on the RC or LACs or through feedback provided by FRC Participant Advisory groups or related forums, ensure that guiding principles, policy, and service delivery are reflective of participant needs, input and guidance.
- **Monitor performance on key metrics** – Using Transformational Collaborative Outcomes Management (TCOM) regularly monitor and report progress on outcomes across the FRN.
- **Advocate and inform on relevant local, state and federal policy** - RC members will inform the Council, LAC and staff of pertinent policy changes that will impact local Family Resource Centers and/or affiliated services. Members will also advocate for local needs to these entities.
- **Support and advise on program improvement** – RC members will review the LAC process and program-related recommendations grounded in data and outcome reports from the local areas. With support from the county liaison, the LAC will provide the RC with quarterly reports to include successes and challenges with recommendations to support any program or system improvements. The RC will advise and, when appropriate, vote on specific recommendations. This will inform any investment and strategic direction of the Family Resource Network .
- **Support coordinated and consistent processes, policies and management of the FRF** - Based on coordination protocols recommended by the LAC, the RC will be responsible for approving and promoting the protocols within and between their agencies.
- **Facilitate and approve formal agreements for operation of the FRN** – This includes memorandums of understanding regarding service coordination, data sharing, etc.
- **Facilitate resource procurement and allocation** – The RC will be responsible for advising on investments and for identifying and supporting procurement of private and public resources (i.e. federal grants) to support the operations. The county liaison will coordinate administrative

supports when necessary.

- **Inform and support the Boulder County Integrated Services Delivery Model of Care** – The RC will inform and stay apprised of ISDMC work and ensure adherence to the practice model.
- **Review and approve recommendations from Local Area Collaborative entities**
- **Increase efficiency and collaboration among partners** – Identify and implement opportunities to streamline interagency effectiveness to include sharing of resources, optimizing data systems and best practices.
- **Reduce duplication of services/efforts and identify gaps.**
- **Make decisions required to assure success of the FRN**

B. Local Area Collaborative Groups

LAC activities will focus on defining, measuring and achieving the Collective Service Outcomes. Using the Family Resource Center Association logic model as a basis and guidance from the FRN Regional Council, activities included are listed below. The RC will use key principles in the Standards of Quality and ISDMC practices to guide implementation.

- **Review access and referral processes**- The LAC will identify primary service providers in the local area, map out access and referral processes currently in place, identify gaps and or areas of service duplication, and formalize a set of primary service providers and a referral process to support the family resource services in their area. Referrals will be linked to assessment and supported through a common data system (HHSC/BC Connect).
- **Review and analyze local data and reports** on family resource programming.
- **Implement referral, access and data quality improvement plan** – Information obtained from data reports, client feedback, participant advisory boards, focus groups, local surveys, etc., will be used to make appropriate adjustments in services, inform recommendations for funding and other resources, and guide relevant policies.
- **Track progress on implementation of collective service outcomes** (see section 4 below).
- **Establish and ensure participant programs adhere to standards outlined by the FRF**, to include Quality Service Standards by the Family Resource Center Association.
- **Coordinate training and “communities of practice”** within areas and collaborate between areas.

- **Inform and support the Boulder County Integrated Service Delivery Model of Care** (see attachment B).

4. OUTCOMES

The FRN Regional Council and Local Area Collaborative Groups will be responsible for defining and tracking process measures and collective service outcomes.

A. Process Measures (Outputs) – The How

The process measures are the specific steps taken by the FRN to reach the desired collective service outcomes. Process measures will be defined by the FRN Regional Council and implemented and tracked by the LACs.

FRN process measures are related to the collective program outcomes which measure impact of services provided by FRN members at an “enterprise” or systems level. For example, a LAC will be responsible for defining the service network and role of each partner in that network. Once defined and a protocol is in place, a process measure would be to determine if programs within the LAC were following the steps outlined by the LAC. The improvement in service coordination is linked to improved outcomes in core areas of self-sufficiency.

B. Collective Service Outcomes

Collective Services Outcomes will be defined and agreed upon by the Regional Council. Implementation will be managed by the LACs.

Modeled after the Colorado Family Resource Center Association (FRCA) logic model, the collective service outcomes outline the changes anticipated as a result of the combined efforts of FRN partners in implementing the Network (see attachment A for the complete logic model; note that the outcomes on page 11 are additions suggested for Boulder County). This document will assist in development of the Boulder County FRN logic model to be completed per the FRN implementation work plan.

The majority of the collective service outcomes will be represented at the program level for FRCs and other primary partners. The collective change achieved regionally (by the LAC) and by Boulder County as a whole will provide the Regional Council with viable data regarding areas of successes and challenges in order to make adjustments to service coordination.

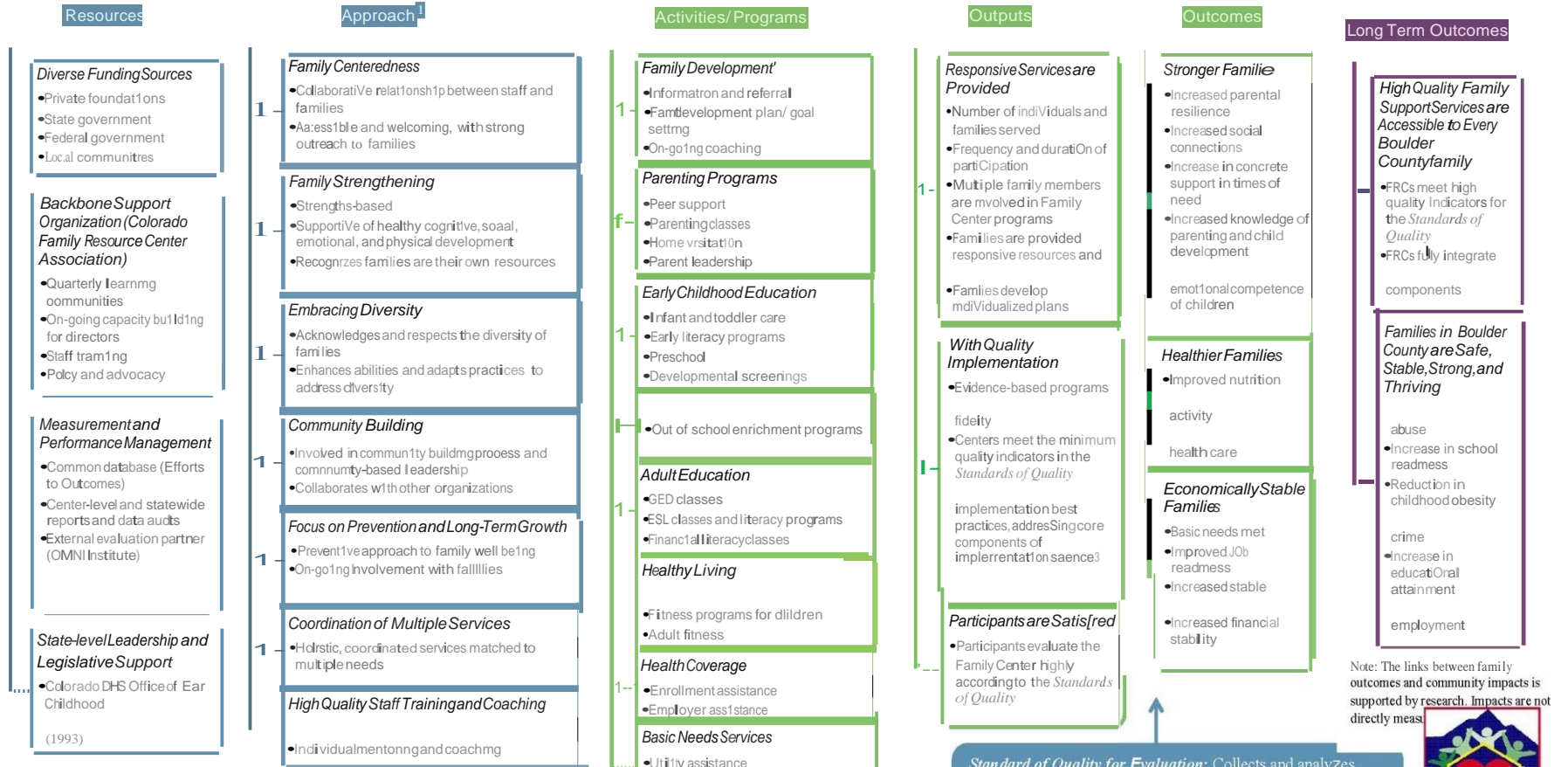
Date ratified _____

Revision _____

Revision _____

Attachment A

Colorado Family Resource Center Logic Model



Note: The links between family outcomes and community impacts is supported by research. Impacts are not directly measured.



Standard of Quality for Evaluation: Collects and analyzes information related to program participation, program quality, and program outcomes; demonstrates evaluation as a core component of programming.

¹Colorado's approach is based on the *Standards of Quality for Family Strengthening and Support*, developed by the California Network of Family Strengthening Networks, 2013, and the *Key Components of Family Resource Centers: A Review of the Literature*, funded by the FRCNA.
²This is a required service under Colorado State Statute.
³Developed by the National Implementation Research Network <http://rum.b-a.uar.edu>.
⁴Strengthening Families Protective Factors Framework developed by the Center for the Study of Social Policy. <http://www.cspp.org/reform/ire-nl/hennig.famjre...>

Note: Families receive an array of services based on local Family Center resources and family needs. Not all families receive all programs listed.

Boulder County Revision
(orange box)

Short to Moderate Term Outcomes

Stronger Families

- Increased parental resilience
- Increased social connections
- Increase in concrete support in times of need
- Increased knowledge of parenting and child development
- Increased social and emotional competence of children

Healthier Families

- Improved nutrition
- Increased physical activity
- Increased access to health care

Economically Stable Families

- Basic needs met
- Improved job readiness
- Increased stable housing
- Increased financial stability

Success in Early Childhood through Early Adulthood
 Improve academic success of children and youth
 Improve behavioral outcomes for children and youth
 Improve quality, accessibility and affordability of early childhood programs and services.

Long Term Outcomes

High Quality Family Support Services are Accessible to Every Boulder County Family

- FRCs meet high quality indicators for the *Standards of Quality*
- FRCs fully integrate core implementation components

Families in Boulder County are Safe, Stable, Strong, and Thriving

- Reduction in child abuse
- Increase in school readiness
- Reduction in childhood obesity
- Reduction in juvenile crime
- Increase in educational attainment
- Increase in employment

Attachment B

Integrated Services Delivery Model of Care Practice Model

