

Working

Strategies

Helping families grow stronger.

Volume 3, Issue 10, Spring 2000



Utilizing the Family Development Matrix For Program Planning and Evaluation

In our field we constantly struggle – we know we help families, but how can we show others? How do we document, for ourselves, for the families, and for policymakers and funders, the outcomes of our work?

There's no way to capture fully, on paper, each family's strengths, challenges, and goals. However, the Family Development Matrix is a tool that can help to quantify these complex qualitative realities, thereby providing valuable longitudinal, participant-level, information for use in program, agency, and community needs assessment, planning, evaluation, and resource development.

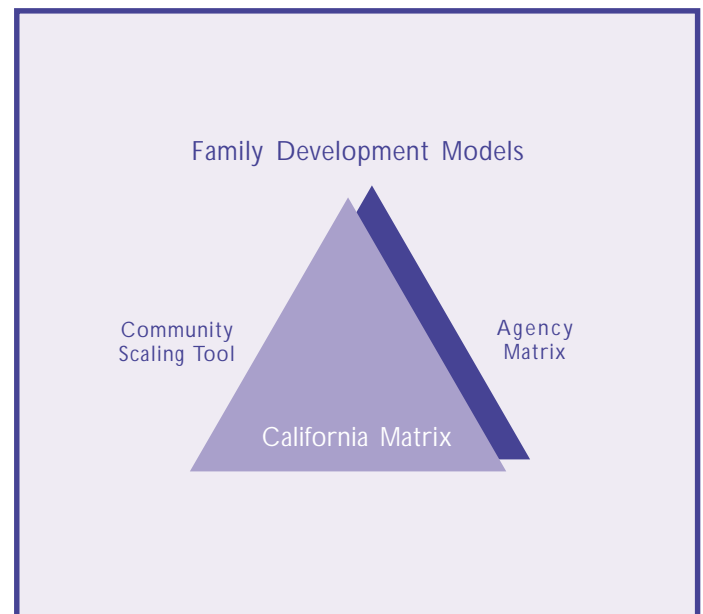
How the Family Development Matrix Works

In the Family Development Matrix, eleven Outcome Categories (or domains) run across the top, referring to areas of family life — Shelter, Food and Clothing, Transportation and Mobility, Health and Safety, Social and Emotional Health and Competence, Finances, Family Relations, Community Relations, Adult Education and Employment, Child Education and Development, and Immigration and Resettlement. Five Status Levels run up the side of the chart, ranging from In-Crisis (1), At-Risk (2), Stable (3), and Safe/Self-Sufficient (4) to Thriving (5). For each Status Level several "Indicators" are listed — specific, measurable facts that the worker and family can use in determining the family's current level of functioning in that Outcome Category. Caseworkers, often in partnership with family members, work to document a family's level of functioning at regular intervals over time across several domains of a family's life. These "scores" can then be charted and the resulting line graphs developed to "feed back" information to all players.

Many agencies do not collect data on all eleven Outcome Categories, but only those that make sense for the families they serve. For instance, a counseling agency may choose not to collect information on Child Education and Development. However, to adequately capture sufficient information, at least three categories should be used. Various categories can then be compared to each other to see if and how they relate.

The "In Crisis" and "At Risk" Status Levels are considered *Growth Levels*. This means that if a family has been assessed at one of these levels in an Outcome Category, this is a Category that needs to be addressed. The "Stable", "Safe/ Self-Sufficient" and "Thriving" Status Levels are *Maintenance Levels*, meaning that families assessed at these levels may choose whether to work on progressing to a higher level in that Outcome Category or to maintain that level for the time being and focus on other areas.

Sometimes a family and worker may decide to temporarily forego work on one level as a strategy in addressing another. For example, a family with a special needs child may choose to remain "In-Crisis" in Housing or Transportation in order to access services for their child that would put them at "Stable" for Child Education and Development. Using the Family Development Matrix gives the family and worker a more global view of the family's circumstances that allows such strategizing to take place.



The Family Development Matrix is frequently used in a three-step process:

1. The case manager meets with family members to determine *baseline* scores for each of the Outcome Categories on which they will be working;
2. *Regular subsequent meetings* take place where the “scores” established at the previous meeting are revised as appropriate, and a new “plan” devised for implementation until the next meeting;
3. *Services end*, due to the success of the family, the family’s dropping out of the program, or the end of time-limited services.

The worker and client use the baseline data to make a plan. Completing the matrix together, they then develop time-limited outcomes upon which to work. This process also provides the worker and client a visual picture of both areas they need to address and the strengths they may be able to tap in working on problem areas.

Every time worker and client meet after the initial interview, they revisit the matrix to document change that has occurred since the last time they met. After reviewing and reflecting upon the progress (or lack thereof), they assign new scores and revise the plan for the next time period accordingly. This systematic “review and revise” structures the meetings, the partnership in assisting the family toward self-sufficiency, and the documentation of the family’s work.

The type of services offered – educational, clinical, basic needs, I & R, or intensive or long-term case management – will determine how often the matrix is completed to reassess a family’s situation. For some it will be weekly, for some once a month, for others once a quarter. If the relationship is relatively long-term, once a month is best but every three months is workable. You need to balance what works best for your client and your agency.

Advantages of using the Family Development Matrix

The Family Development Matrix allows an agency to work from a strengths, rather than a “deficit”, model, documenting where a family is thriving as well as where it needs support and allowing those using it to identify strengths from which to start addressing needs.

The Family Development Matrix also combines both a *process* that encourages skill-building in a program participant, and the development of *outcomes* that enable the measuring of family progress. This long-term documentation of a family’s process in achieving mutually determined

outcomes allows the worker and family to look for patterns and pitfalls, so they can learn from the past to better plan for the future.

Last but not least, the Family Development Matrix facilitates family ownership of their efforts. The caseworker becomes the assistant in helping them set and work toward short and long-term goals. This aids the family in taking both credit and responsibility for their decisions and actions.

Tracking families’ journeys over time in several of the Family Development Matrix Outcome Categories can be an enlightening process for the family, case manager, agency, and others. In aggregate form, it also provides a powerful “data set” for needs assessment, program planning, and evaluation, and soliciting funds for future work.

Current Work on Reliability and Validity

The Family Development Matrix is one of three matrices that make up the California Matrix Model. The other two are called the Agency Development Matrix and the Community Scaling Tool. While work is being done with the Agency Development Matrix and the Community Scaling Tool, the Family Development Matrix is the component currently most frequently used. In California, Community Action Agencies and Healthy Start offer the Family Development Matrix as an evaluation tool, and some counties use it for reporting on Family Preservation and Support and other programs.

For those hesitant to use the Family Development Matrix because the instrument’s reliability and validity have not been tested, the Institute for Community Collaborative Studies at California State University Monterey Bay is partnering with The National Center for Family-Centered Practice and the Packard Foundation to evaluate and resolve issues related to the reliability and validity of this new tool.

For more information regarding the Family Development Matrix, visit the Institute for Collaborative Studies’ website: <http://iccs.monterey.edu/community>

Written by Karen Davis-Brown

Ms. Brown has worked for twenty years with the spectrum of public and private institutions, agencies, and organizations serving children and families. Her work includes academic and programmatic research, needs assessment, program planning, evaluation documentation and oversight, staff development, collaboration-building, report preparation, and proposal writing. Ms. Davis-Brown has a Masters Degree in Human Development and Family Studies, and is currently a consultant.

Office of Child Abuse Prevention

Dear FRC Partners:

Every day children are being hurt, and as one victim so sadly lamented, "It shouldn't hurt to be a kid. We must listen to children, protect them, and nurture them. I sometimes wonder how different my life would have been if there had been someone in my childhood who was able to hear me, be with me, protect me. Someone who could have asked, 'Honey, has someone hurt you?'"

With this moving image in mind, let's "be there" for all children. Please join OCAP in celebrating Child Abuse Prevention Month, April 2000. Let's renew our commitment to ensure that every child grows up safe and healthy. Let's get the word out – "No more child abuse, no more neglect"!

OCAP would like to remind Family Resource Centers to take Child Abuse Prevention Month as an excellent opportunity to increase awareness and promote the importance of prevention. It is also a time to work collaboratively with your community partners – service organizations, civic groups, public and private agencies, and community residents to keep our children safe.

Following is a list of resources to assist your center in its campaign. For Child Abuse Prevention Month information and materials, please contact:

- 1) The California Department of Social Services, Office of Child Abuse Prevention, 744 P Street, MS 18-92, Sacramento, CA 95814 (916) 445-2771;
- 2) Prevent Child Abuse – California at <http://www.pca-ca.org/> or (916)498-8481;
- 3) Your county Child Abuse Prevention Council (current listing of councils located at www.emq.org (under Giarretto Institute).

Keep up the great work and good luck on your campaign. Together we are making a difference!

-Linda Allan, OCAP Program Consultant



Office of Child Abuse Prevention (OCAP)

Department of Social Services
744 P Street, MS 18-92
Sacramento, CA 95814
916-445-2771

Bureau Chief
Frank Ingram

Unit Chief
Eileen Carroll

Program Consultant
Linda Hockman
Linda Allan



-Children and families enjoying FRC's around the state



Visit the Strategies Website!!!
www.familyresourcecenters.net

New & Improved!

Coming Soon ***Virtual Tour*** An Interactive Tour of Family Resource Centers

Region 1 Parent Education Network

Strengthening Families In Our Communities



Principles of Family Support & Supervision

Networking Meetings & Workshops

Region 1
Parent Education Network
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530-893-0391
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email:
penadm@maxinet.com

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Staff

Rick Kropp
Executive Director

Betsy Gowan
Project Director

Sylvia Doane
Project Specialist

"Principles of Family support are modeled in all program activities including planning, governance and administration." (9th principle of family support) ."

It is hard to disagree with any of the principles of family support (PFS). They are a good guide to services and offer a positive framework for improving the lives of families and thus creating safer and healthier communities. The hard part of the family support principles is finding a way to put them into practice on a day by day basis. As we continue to move towards a strength-based approach to service delivery, these principles become more widely known and discussed as a standard of practice. Specific techniques for putting these principles into practice have been identified and are the topic of many a workshop, staff meeting, and training session.

However, the question remains, what does it mean to use PFS in all levels of governance and administration of a program? For instance what is different about supervision of staff if you are implementing PFS? The terms 'collaborative supervision' and 'strength-based supervision' describe what the supervision should look like. Yet as with the other principles, the 'what' is easy, the hard part is the 'how'.

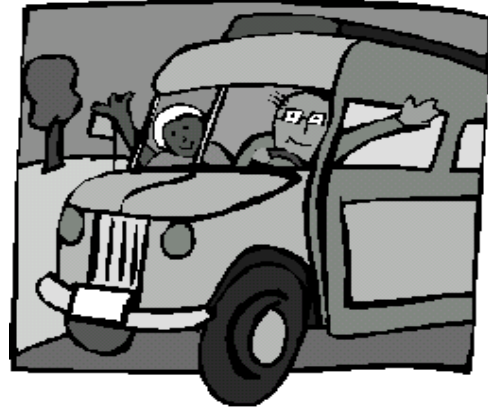
One way to implement PFS is to incorporate coaching skills into supervision. The coaching model for supervision helps to create a climate that fosters improved performance and effective working relationships. The speaking, questioning and listening techniques that are a part of the coaching model for supervision are techniques that can be easily learned. Over time successful application of the coaching model in a family resource center can increase task oriented communication between staff members, enhance mutual understanding, improve working relationships and build both morale and productivity.

Region 1 will be hosting a one day training, The Supervisor as Coach, on May 9, 2000. Workshop facilitators Susan Berry M.A. and Randy Thomas Ph.D. have a depth of experience helping supervisors from a variety of professional settings implement positive coaching skills with solid results. If you are interested in finding ways to implement PFS in supervision, plan on attending this training.

For more information please call:
Sylvia Doane at 530-893-0391

Family Center Roadshow

Sometimes a picture is worth a thousand words. Region 1 networking partners have decided this is especially true when trying to describe what a family center is.



They are organizing a 'roadshow', in which participants will caravan to tour 2 family resource centers in one day. It will take place on June 15 in Sacramento. The day will be structured as follows: Guest Speaker 9-12am, lunch 12-1pm and roadshow 1-4pm. The topics to be covered are: community and parent involvement and sustaining funding. It is hoped that this tour will help participants exchange ideas and bring new ideas back to their own centers.

If you are interested in being a part of this roadshow call:
Enid Milhous@ (916)-566-2184 or
Pamela Evans@ (530) 823-0253.

Space is limited & registration is required for entire day.

Parent Involvement & Empowerment Mendocino County

The Ukiah Family Center will be hosting an FRC networking meeting/workshop in Ukiah on June 9, 2000. This workshop will focus on parent involvement and empowerment. Practical techniques which are successfully being used in Mendocino County will be shared. For more information call:
Deborah Lovett @ (707) 463-4018

South Lake Tahoe

South Lake Tahoe will host a networking meeting/ workshop on June 7, 2000. Planning is still underway for this meeting. For more information call:

Enid Milhous @ (916) 566-2184



Region 2 Parents Helping Parents

meeting children's special needs through parents helping parents

Seeing the Person



Language reflects the attitudes of society. “Handicapism” shows up in speech, just as racism and sexism. A disability, as a condition that a person has, interferes with his ability to do something independently. It does not diminish who he is. Other abilities are still present. However severe the disability, all people have contributions to make, if society views them as individuals. The words we use can convey this message and help shape the attitudes of others.

Certain words, such as diagnostic labels, are so powerful they tend to obscure, or even cancel, the unique identity of a person. Diagnoses allow us to label people and categorize them. Once a person is labeled, it's easy to distance “them” from “us”.

What is the proper way to speak to or about someone who has a disability? Consider how you would introduce someone without a disability. You would give her name, where she lives, what she does, and what her interests are. Why say it differently for a person with a disability. Every person is made up of many characteristics – mental as well as physical.

Here are a few tips for improving your language related to disabilities and handicaps.

- 🗑️ Speak of the person first, then the disability.
- 🗑️ Relax.
- 🗑️ Look directly at the person; maintain eye contact.
- 🗑️ Emphasize abilities, not limitations.
- 🗑️ Do not label people as part of a disability group – don't say “the disabled”, say “people with disabilities”.
- 🗑️ Don't give excessive praise or attention to a person with a disability.
- 🗑️ Speak as you would normally. It's okay to use words like “run”, “walk” “see”, “look”, “hear” – even if the other person cannot.
- 🗑️ Let the person do or speak for himself as much as possible.
- 🗑️ Don't shout!

In general, use disability to describe a functional limitation that interferes with a person's ability to walk, hear, talk, learn etc.; use handicap to describe a situation or barrier imposed by society, the environment, or oneself. Remember, it's the person, not the disability.

Region 2
Parents Helping Parents
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Santa Clara, CA 95054-3222
408/727-5775
408/727-2928 fax
www.php.com/frchelp.htm
frchelp@php.com

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Staff
Ida Berk
Director, Satellite
Project Director

Wayne Jasper
Publications &
Technology Specialist

-Wayne Jasper, Technology and Publications Specialist
Strategies, Region 2 (408) 727-5775,ext.146

Region 3 Interface Children Family Services

Helping to make a better Ventura County - one relationship at a time



Building Networks for Family Support

Region 3
Interface Children
Family Services
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805-485-6114
805-983-0789 fax
email: strategies@icfs.org

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Chuck Watson
President

Tam Stevenson
Division Director

Sandra Rodriguez
Training & Technical Assistance
Specialist

Annette Marcus
Training & Technical Assistance
Specialist

Cindi Love
Administrative Assistant

Discussions about Family Resource Centers are increasingly framed within the context of a national Family Support movement (see accompanying chart). Strategies Region III staff had the opportunity to attend a national networking conference in St. Louis, MO, sponsored by the Family Resource Coalition of America (FRCA). The conference, *Building Networks for the Future of Family Support*, was the first national conference to focus explicitly on how Family Support programs can *network* with one another to support this larger vision. The most current thinking on the importance of networking, information sharing and collaboration as key to promoting best practices to support and strengthen families. The conference highlighted the goal of promoting a nationwide



Frolicking on the beach after a picnic sponsored by Interface Children Family Services of Strategies Region 3.

Family Support Movement which would influence policy and program development from the local to national arena.

It was inspiring to see how groups from around the nation are committed to a world in which families can thrive in an atmosphere of respect and support. We learned about different approaches in each state such as the credentialing process for in-home visitors in New York, a statewide celebration of Family Week in Oklahoma, and the use of a televised positive

parenting campaign in Louisiana.

Attending this national conference reminded us of the unique strengths, opportunities and challenges inherent in promoting Family Support in California. One of the networking strategies being used around the country is peer review. We attended a workshop on Vermont's successful peer review process. This process is very effective in Vermont, a state with a total of 17 FRCs, each of which offer the same eight core services to a comparatively homogenous population. The programs shared mission and services, which made an "apples to apples" type evaluation process relatively simple to implement.

By contrast, California's geographic and demographic diversity ensure that California's Family Resource Centers must respond to widely varying needs in each community. Given this reality, we cannot simply duplicate models emerging from other states. This underlined for us the importance of utilizing family support principles and premises as a unifying theme which can be applied in a wide range of circumstances. OCAP and Strategies are currently piloting a Peer Review Process in California.

By the end of the conference, it was evident that California, under the flagship of Office of Child Abuse Prevention, is a leader in the national movement for Family Support. We are utilizing innovative networking strategies ranging from teleconferences, Parent Leadership Trainings, the Peer Review Pilot Projects, this newsletter, the development of cluster groups in Regions 4 and 5, the leadership role taken by Region 2 in linking FRCs focusing on special needs and the launching of ABCTalk. It was exciting to realize how important the work we are doing here is in the national context

- Annette Marcus, Program Specialist
Strategies, Region 3
(800) 556-6607 ext. 659



Region 4

Children's Bureau of Southern California

a leader in child abuse prevention and treatment

BABY STEPS

"A Zero to Five Institute for Family Resource Centers"



Those first "baby steps" are often welcomed and encouraged with open arms and excitement. We want to make sure that their experience is a positive one... But

what are we doing to ensure continuous positive experiences for those little ones?

In responding to the question of ensuring positive



experiences and outcomes for children...Strategies will host a Zero to Five Institute for Family Resource Centers. This institute will address those issues critical to agencies serving this population of

children. Experts in the field will address topics as it relates to Brain Development, Cultural Diversity, and Public policy.

The most effective way to ensure the growth and development of children is to support the families and communities in which they live. Two key components of a quality Family Resource Center (FRC) are Parent Education and Child Development programs. FRCs foster the concept that parent education, child development and family support programs are essential to strengthening families.

Zero to Five Institute for Family Resource Centers

Tuesday, May 9 at the Sheraton Gateway Hotel, Los Angeles Airport, 6101 W. Century Blvd., Los Angeles, 90045.

Call the number at right for more information.

For more than 90 years, Children's Bureau's mission has been to preserve and strengthen families so that



they can provide the nurturing care children need to develop into healthy and productive adults. Children's Bureau has a rich history of innovation in the arena of children, that has stemmed from a tradition of creative leadership, program research and

evaluation, collaborative partnership and community and volunteer commitment. These are also qualities, which exemplify a model FRCs.

Perhaps nothing is more relentlessly demanding, or calls upon a wider range of capacities than parenting.



The time, resources and energy that parents give to their children influence the children's success as students, citizens, and future parents. We tend to act as if parenting should come naturally, while for most parents, raising children is a trial-and-error process marked by countless

frustration. Please don't miss the opportunity, at the zero to five institute, to learn strategies that will equip parents and professionals in the field with skills necessary to ensure the healthy growth and development of our children.



- Daphne Quick, Program Specialist
(323) 644-3900 ext. 208

Region 4

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Los Angeles, CA 90004
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213-644-3907 fax

Counties Served
Los Angeles

Staff
Anthony Guillean
Project Director

Contact
Daphne Quick
Program Specialist

Photos: (starting top left, then counterclockwise)
Laura Chavez, Program Assistant, Alejandro Moreno, Trainer/Program Specialist, Anthony Guillean, Program Director, Daphne Quick, Program Specialist, Lisa Edmunds, Program Secretary.



Family Resource Institute *Community Development*



application to incorporating community development strategies into Family Resource operations.

If your FRC is actively engaged in or considering community building efforts, this Institute will help you develop new strategies as well as help scale-up and diversify existing ones.

Participants will learn:

- How to "purposefully" engage parents, youth, residents and the community into the process
- Community development in the context of the FRC
- The importance of community development and how it affects the operations of a FRC
- The necessary steps to a successful community development program
- What it takes to integrate community development into your FRC at the governance, administrative and service provision levels.

So if you are interested in learning how to begin community development efforts or would like to learn more on how to expand existing community development strategies, please join us on April 11th.



Family Resource Center Institute

-Anthony Guillean, Program Director,
Strategies, Region 5
(714) 517-1900 x 210.

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Riverside
San Bernardino
San Diego

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Basic FRC Premise:
"The most effective way to ensure the healthy growth & development of children is to support the families & the communities in which they live, and the systems that serves them."

As you know, Family Resource Centers (FRCs) serve more than families, they serve communities. To aid you in your FRC efforts to engage and serve communities, Strategies is proud to announce the Family Resource Institute on Community Development!

Family Resource Institute on Community Development

Wednesday, April 12, 2000
9:00 am – 5:00 pm
Los Angeles Airport Marriott Hotel
(Post *Within Our Reach* Conference Institute)

The Institute is a full day of presentations and discussions with community development specialists and is structured to maximize your opportunities to interact and dialogue with our guest speakers. Through a combination of keynote addresses and experiential exercises, participants will gain skills that have direct

Hints, Tips, Ideas & Strategies

Helping families grow stronger.



FRCA Workshop Announcement Family Support America Putting Family Support on the Map for the Next Century



Every two years, the Family Resource Coalition of America sponsors a nationwide conference on Family Support. This is a remarkable opportunity to learn about the nationwide movement, for staff development and organizational development.

This year's conference will be in Chicago, Illinois, April 26-29, 2000, with tracks on: Parent Education, Early Childhood, Youth Development, Intergenerational Programming, Family Supportive Schools, Work and Family, Linking Family Support with Health Care, Parent and Community Leadership, Family Support and Community Building, Child and Family Welfare, Family Support Worldwide, Fatherhood, Family-Focused Libraries and Organizational Development. Strategies partners will be presenting a total of six workshops at the conference.

For brochures and information, call the Family Resource Coalition of America at their toll-free hotline:

(877) 338-FRCA (3722).
Register on-line at www.frca.org.

The Person, Not the Disability

A wonderful teacher trying to get me to "focus on reality," once said, "Do you not know that your child is severely disabled?" Taken aback, because I did not really see him as such, I replied, "Can we discuss this tomorrow?"

While driving home I thought about my son: he sits at the table, says grace and dines appropriately with his family (socially he is not severely disabled); he plays basketball with a team and has great eye-hand coordination for making baskets (so, he is not severely disabled physically); he knows how to give and receive unconditional love better than most geniuses (he is not severely disabled in forming relationships - unlike a lot of other highly educated people I know; and he has the most balanced temperament he is not severely disabled emotionally).

Whew, I'm glad I got that straight. I couldn't wait to see the teacher the following day and share. She helped me to pinpoint areas to work on with him and I helped her see the unique and capable person called Dean. He is a person who, like the rest of us, deserves not to be seen nor summed up as merely a reflection of a major deficit area.

Oh, I get it; she is not seeing Dean, the person. She is right when she says he can't do complicated math or read well. He is severely disabled intellectually. "M-m-m-m", I thought, while pausing for a moment, "... but he is not severely disabled."

-Florene Stewart Poyadue, MOM
Founder of PHP, Region 2



Introducing ABC Talk



The Office of Child Abuse Prevention and Strategies, Region 3 are proud to introduce **ABCTalk**: a listserv for participants in the Answers Benefiting Children (ABC) Initiative in California. **ABCTalk** is dedicated to supporting agencies and individuals participating in the ABC Initiative by providing a forum for ongoing dialogue between sites and a central source for relevant information.

For those who are new to the internet, a listserv is a moderated service that uses e-mail to communicate with subscribers. Subscribers to **ABCTalk** participate in a virtual community where they discuss program and policy issues.

For example an agency seeking advice on resources for

special populations could make a request and receive responses through the list. The list may include minutes from statewide meetings, news of challenges and successes, and funding alerts.

ABC IN ACTION



Orange County's ABC funded Ralph Harvey FRC raising money for youth activities and having fun in the sun with a carwash.

ABC IN ACTION



Face paint station monitors take a break at an Watsonville's ABC Family Resource Center.



The Goals of ABCTalk are:

- To provide ABC participants with the opportunity to network with other providers.
- To provide assistance and support to a statewide network of community providers and public agencies committed to implementing the CalSAHF and CATS programs.
- To provide a forum for the implementation of Family Support in California.

ABCTalk is a project of Strategies Region III, Interface Children Family Services and is moderated by Dr. Tamsen Stevenson and Annette Marcus, M.S.W. For further information about ABCTalk or to subscribe see the Strategies website:

www.familyresourcecenters.net or, call the Strategies Region III office: 800-556-6607, ext. 659.

ABC IN ACTION



Orange County's ABC funded Garden Grove FRC brings families and technology together as part of the F.O.C.U.S. Collaborative.

ABC IN ACTION



Fun and activities at the ABC funded FRC in Watsonville.

Center for Quality



Social Policy Institute



40-hour Cal-SAHF/ABC Trainings

The 40-hour training program is required for a certificate in the California Safe and Healthy Families Home Visiting Model sponsored by the California Department of Social Services, Office of Child Abuse Prevention (OCAP). Participants are trained in the Integrated Team Case Management Approach, with an emphasis on working within a team, and home-and center-based services.

DATES & LOCATIONS

May 15-19, 2000 San Diego

June 26-30, 2000, Sacramento

Training Topics Include

- ② Home Visiting & Family Support
- ② Assessment & Case Planning
- ② The Family Support Team
- ② Collaborative Supervision
- ② FRC Based Services
- ② The Process of Change



- ② Full participation and attendance is required.
- ② Space is limited and pre-registration is required.
- ② Please bring your confirmation with you to the first day of training.

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Parent Education Network

Working Strategies

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Chico, CA 95928

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For information about trainings, workshops, conferences and more, contact your region.

- Region 1** Sylvia Doane 530-893-0391
- Region 2** Wayne Jasper 408-727-5775 ext. 146
- Region 3** Sandra Rodriguez 800-339-9597 ext. 676
- Region 4** Daphne Quick 323-644-3900 ext. 208
- Region 5** Anthony Guillean 714-517-1900 ext. 210

We are continually updating our mailing list. If you no longer want to receive this newsletter, please let us know. Thank You!

*Funded by the State of California Office of Child Abuse Prevention
to promote a statewide network of community-based Family Resource Centers*