



## LEGISLATIVE ANALYST MEMORANDUM

**To:** Supervisor Bevan Dufty  
**From:** Andrew Murray, Office of the Legislative Analyst  
**Date:** May 9, 2006  
**Re:** **Funding Models of Existing Family Resource Centers** (OLA No. 40-06)

### SUMMARY OF REQUESTED ACTION

Analyze the funding models of existing San Francisco Family Resource Centers to inform discussion regarding the creation of a center in the Castro to serve the needs of LGBT families.

### BACKGROUND

The term family resource center (FRC) refers to an organization or facility that provides social services related to family well being. The label "family resource center" is not an official designation, but rather a term adopted by or given to a wide range of nonprofit organizations providing a variety of services. In some cases, FRCs are standalone organizations. In other cases FRCs are sub-units of larger organizations. Although most FRCs provide services at their own dedicated facilities (referred to as "site-based"), some organizations considered FRCs are networks of organizations that provide different services at multiple facilities.

Although heterogeneous, there are some commonalities among FRCs. FRCs focus their services on families with children, often limited to families with at least one child age zero to five. Centers are housed at facilities that serve as a safe environment; are the hub where a range of services are connected; promote a philosophy of community involvement and shared responsibility; and promote a philosophy of family integrity and functioning. Most FRCs employ a "family support" model of service provision, which emphasizes parents as partners in program design and governance, making use of and strengthening community resources, cultural appropriateness, and building independence and self-reliance. (Appendix A provides an overview of the family support approach.)

As noted, they all provide social services to families in need, including information and referrals, family advocacy, and support groups. Other common services include parent education, home visitation, parent-child activities, and counseling. Appendix B contains a list of services commonly provided by members of the San Francisco Family Support Network. Because parents are partners in program design, different FRCs offer a diverse and customized set of services.

FRCs can be generally classified as providing either prevention or intervention services. As the words suggest, prevention-oriented programs focus on preventing a host of problems affecting families and their individual members. Intervention-oriented programs, many of which developed in association with foster care, focus on addressing immediate, acute problems that are currently affecting families.

Prevention-based modalities are being recognized as having long-term effectiveness and cost advantages over intervention-based approaches, therefore almost all FRCs now include some preventative programs.

As FRCs provide social services, often to disadvantaged or underserved populations, government funding commonly supports them. In addition, they are often supported by other sources, such as individual donors, foundation grants, and fees for services. Some FRCs are sub-units of much larger organizations that have diverse and robust sources of funding.

The development of an FRC is in most cases an organic, bottom-up process. Most FRCs are independent nonprofits that developed as a result of groundswell in their communities. FRCs often target their services either to clients in a geographic community, a neighborhood, or an identity-based community, or both. Many of San Francisco's FRCs have existed for decades, some for over a century.

### **COMMON PUBLIC FUNDING SOURCES OF EXISTING FAMILY RESOURCE CENTERS**

There are a number of facilities/organizations in San Francisco referred to as family resource centers. There are a number of additional organizations that provide family support services. The San Francisco Department of Human Services (DHS) provided a list of seven FRCs that it funds (Appendix C). The San Francisco Family Support Network also provided a list of twenty-one of its members that are FRC-like organizations/facilities (Appendix D). Although the Department of Children, Youth, and Their Families (DCYF) does not fund organizations to provide the entire host of services commonly associated with FRCs, they do fund organizations (Appendix E) to provide some family support services commonly associated with FRCs. First Five San Francisco also funds agencies to provide family support services (Appendix F). Appendix G is a table summarizing the relationships between various family support service providers and funders.

As noted, most FRCs are supported to some degree by government funding. Public funding sources that are common to many San Francisco FRCs are discussed below.

#### **DHS Family Resource Centers**

DHS first issued a request for proposals (RFP) to specifically support FRCs in fiscal year 1996-97. Service providers compete for these funds by submitting proposals regarding what services they will deliver with the funding. DHS funds programs (primarily intervention) that target families with children ages zero to twelve that may be in or approaching crises or at risk of entering the child welfare system. Funding to seven FRCs (Appendix C) comes from these main sources:

- Pass through funding from the federal Promoting Safe and Stable Families program for family support, family preservation, time-limited reunification, and adoption promotion services and programs;
- General Fund resources as an overmatch to the federal Promoting Safe and Stable Families program;
- Pass through funding from the Child Welfare Services Outcome Improvement Project;

- State resources from the Child Abuse Prevention, Intervention, and Treatment fund;
- Community-Based Child Abuse Prevention;
- Birth certificate fees from Children's Trust Fund for child abuse prevention; and
- State and federal resources for child care providers.

DHS-funded services provided by all DHS-supported FRCs:

- Parent-Child Activities;
- Information and Referral;
- Parenting Education;
- Support Groups/Peer Support; and
- Case Management/Family Advocacy.

Additional DHS-funded specialized services provided by some DHS-supported FRCs:

- Team Decision Making;
- Enhanced Family Visitation;
- Differential Response; and
- CalWORKS Linkages.

The DHS staff is not aware of any DHS-funded FRC that provides adoption-related services.

### DCYF Family Support Programs

Unlike DHS, DCYF has never specifically funded an organization to function as a complete FRC. Rather, DCYF currently provides funding, on a competitive basis, for family support programs, many of which operate within the context of an FRC. The funding provided to programs operated as part of FRCs (Appendix E) totals \$1,250,000 and comes from the Children's Fund (90%) and the General Fund (10%).

DCYF-funded family support activities include:

- Case management;
- Information and referrals;
- Support groups;
- Home visitation;
- Health education;
- Parenting classes;
- Career path education;
- Mental health and speech assessment/therapy; and
- Other services.

## First Five San Francisco Family Support Centers

One of First Five San Francisco's four main goals is to provide family support. It currently funds twelve family support centers (Appendix F) that offer a range of services to neighborhood families, including:

- Parenting classes and support groups;
- Case management;
- Information referral; and
- Social events and community activities.

Funding for the centers, totaling approximately \$2M per year, comes from San Francisco County's First Five allocation, derived from the California Children and Families Act (Proposition 10) tax on tobacco products.

## Subsidized Childcare Support

FRCs commonly provide some form of childcare. Drop-in care is meant for occasional use, and parents must remain on site. Licensed center care is delivered by licensed providers, and parents can leave children and go off site. Drop-in care is considerably less expensive to provide than licensed care because State regulations regarding the facility and staffing ratios are not as rigorous for drop-in care.

Although there are few funding sources available to support drop-in care, there are many funding streams to support subsidized licensed care. The subsidy comes either in the form of a direct contract to the provider (typically Title 5 funding from the California Department of Education or Head Start from the federal government) or through vouchers (also referred to as an alternative payment (AP)). The largest voucher program is CalWORKs, a state and federal program for Temporary Assistance for Needy Families (TANF) recipients moving from welfare to work. San Francisco currently has local voucher programs for foster care, homeless, and low-income families. Eligibility for state and local subsidized care is set by state income eligibility standards. Generally, families must be very low income to qualify for a subsidy and may maintain their subsidy until they reach 85% of the state median income, or approximately \$54,200 for a family of three.

The City has also devoted resources for capital projects related to developing licensed care, particularly for infants/toddlers or in areas of the city with unmet need. The Mayor's Office of Community Development may provide funding for projects that qualify as low/moderate income. Similarly, DHS can assist with one-time infant-toddler care start up projects.

The City is implementing Preschool for All, administered by First Five, which will provide funding for part-day care for four year olds.

## FUNDING MODELS OF EXISTING FAMILY RESOURCE CENTERS

Just as the FRCs are themselves heterogeneous and derivative of unique histories, so are their funding bases. In 2004 the Controller undertook a survey of nonprofit health and human service organizations that received some support from the City. Although dated, the resulting data and report continue to be useful for comparing the financial pictures of nonprofit organizations providing family services. (In total, the survey effort found 37 nonprofit organizations, listed in Appendix H, that reported providing "family services.") Appendix I provides a snapshot of the funding pictures of a few representative nonprofits: Asian Perinatal Advocates, San Francisco Child Abuse Prevention Center, Wu Yee Children's Services, and YMCA of San Francisco.

As illustrated in Appendix I, nonprofit organizations that provide family services depend on City resources to differing degrees. In fiscal year 2003-04, Asian Perinatal Advocates relied on the City for 78% of its total funding, whereas Wu Yee Children's Services, YMCA, and Child Abuse Prevention Center relied on it for 62%, 45%, and 36% respectively. Also, whereas Wu Yee Children's Services and Asian Perinatal Advocates received 63% and 44% (respectively) of their City funding from the General Fund, the YMCA and Child Abuse Prevention Center received all of their City support outside of the General Fund. Note that although the YMCA relied on the City for just 45% of its total funding, 100% of its funding (\$310,000) for its OMI Family Resource Center family case management services were provided by the City. A picture emerges of organizations that might need to cobble a diverse set of funding sources together to support a diverse set of programs.

### Bayview Hunter's Point Family Resource Center

The Bayview Hunter's Point Family Resource Center is a DHS-funded FRC serving families with children ages zero to twelve. It provides a broad range of services, including food distribution and anger management, domestic violence, and drug abuse workshops or programs.

### Chinatown Family Resource Center

Commonly referred to as the Chinatown FRC, the Joy Lok Family Resource Center is a relatively new program of Wu Yee Children's Services. As illustrated in Appendix I, according to information in the Controller's 2004 report, Wu Yee provides a range of services, including childcare, education/academic support, family services, meals and nutrition, and youth services. Of a total fiscal year 2003-04 budget of \$10.2M, 62% (\$6.3M) was provided by the City. Wu Yee also receives support from state and federal grants, private foundations, and community donors.

Joy Lok, which is not currently a DHS-supported FRC, provides the following services: parenting education, parent support groups, childcare resource and referral information, case management, and counseling services. It receives \$175,000 per year from First Five and \$8,000 from DHS as a member of the Asian Pacific Islander Family Resource Network. In addition, it receives approximately \$93,000 from foundations and \$1,000 from individual donors, creating a funding distribution of 66% public and 34% private.

### OMI Family Resource Center

Almost all of the Oceanside/Merced/Ingleside (OMI) Family Resource Center's funding comes from the City, through DHS, First Five, and DCYF. In addition, the YMCA of San Francisco, the FRC's lead agency, provides a small amount of unrestricted funding that it receives from individual donors to the YMCA.

### Open Gate Family Resource Center

The Open Gate Family Resource Center is a program of the organization Support for Families of Children with Disabilities. The FRC provides information and a resource library; support groups; a parent mentor program; mental health support and workshops; parent/professional workshops; and advocacy and representation. The FRC is a hub at which a number of organizations provide services, including the following: Support for Families of Children with Disabilities; Community Alliance for Special Education; Community Mental Health Services; Community Advisory Committee for Special Education; Keys to Introducing Disability in Society (KIDS Project).

As shown in their 2005 annual report, Support for Families of Children with Disabilities had total revenues of approximately \$1.8M, 82% from government grants and contracts, 10% from foundations, 5% from individual donors, 2% from corporate donors, and 1% from other sources. Support for the Open Gate Family Resource Center specifically totals approximately \$810,000 per year and comes from the City (\$580,000, 72%), state (\$210,000, 26%), and federal (\$20,000, 2%) sources.

### **FUNDING MODELS OF OTHER ORGANIZATIONS THAT PROVIDE FAMILY SUPPORT**

Beyond FRCs supported by the City, a number of other organizations exist that provide services commonly associated with FRCs. And, in addition to FRCs, San Francisco has a number of youth and senior oriented service centers. These organizations, if accessing innovative sources of funding, could serve as models to pioneering FRCs.

### Jewish Family and Children's Services

Jewish Family and Children's Services (JFCS) of San Francisco, the Peninsula, Marin and Sonoma Counties is a nonsectarian, nonprofit organization that provides a broad range of social services to seniors, children, families, refugees and émigrés, people with chronic diseases and/or disabilities, and other populations. It operates Parents Place, which is listed among SFFSN's FRCs, and provides a number of services common to other FRCs, such as family mediation and mental health services for children, teens and their families. In addition, it provides adoption-related services, and counseling, adoptions, support and parenting groups to gay, lesbian, bisexual and transgender individuals and their families.

One characteristic that distinguishes JFCS from many other FRCs is the limited amount of government funding that supports its operations. The bulk of its revenue is generated from client fees and workshops. JFCS reported the following revenue sources for fiscal year 2003-04:

Client Fees (58%)  
Foundation, Corporate, and Government Grants (17%)  
Individual Contributions (15%)  
Utility Workshop Sales Revenue (5%)  
JFCS Endowment Income (3%)  
Jewish Community Federation Annual Campaign (2%)  
Total Revenue: \$21,442,653

### Los Angeles Gay and Lesbian Center

The Los Angeles Gay and Lesbian Center provides a broad array of services for the lesbian, gay, bisexual, and transgender community. Services include low-cost health and mental health care, legal, social, cultural, and educational services, and a 24-bed transitional living program for homeless youth. Special services are geared towards seniors, families and youth.

Housed within the center is a Family Services Program that sponsors family support functions such as social gatherings, parent support groups, playgroups, referrals, public education, a resource lending library, and diversity education/training.

According to its 2003 annual report, the center's revenue comes from the following sources:

State-funded AIDS Drug Assistance Program (ADAP) and program fees (47%)  
Government grants (35%)  
Contributions and special events (14%)  
Contributed goods and services (4%)  
Other revenue (1%)  
Total Revenue: \$31,500,000

The Family Services Program's fiscal year 2005-06 budget is approximately \$330,000, of which \$312,000 (95%) comes from First Five Los Angeles and the remainder comes from foundations and individual donors.

### San Francisco Lesbian Gay Bisexual Transgender Community Center

Opened in March 2002, the San Francisco Lesbian Gay Bisexual Transgender Community Center supplies services for LGBT people, their friends, and families. The center targets youth, the elderly, parents, and marginalized communities in providing legal, health, social, educational, and cultural services. The Center's income in fiscal year 2003-04 was composed of the following:

Grants (26%)  
Contributions from Individuals (25%)  
Service Revenue (20%)  
Government Contracts (19%)

Revenue from Special Events (9%)  
Total Funding: \$1,600,000



**Appendix A - Overview of the Family Support Approach**

## *Archived Information*

# Family Support: Program, Philosophy, Approach, or Movement?

Sharon L. Kagan, Ed.D. and Michelle J. Neuman  
Yale University

---

Family support is soaring to the top of the national agenda. Responding to demographic and economic realities experienced by families in the U.S.--the large number of single-parent families, teen parents, mothers who work outside the home, the high proportion of families with young children living in poverty--family support provides emotional, informational, and instrumental supports to families as they confront the challenging task of raising their children. Although services help those struggling with low-incomes, unemployment, poor health, and other stressors, family support is generally accessible to all families. As the nation looks to reform its social policies and services for families, family support has garnered significant attention and interest because of its emphasis on non-hierarchical relationships, parents as partners in program governance, community resources, non-stigmatized services, prevention, building independence and self-reliance, and its strengths-based orientation.

Yet, for many, family support remains an ambiguous term; is family support a program, a philosophy, an approach, or a movement? We suggest that family support is all four--an evolving, dynamic movement composed of programs, principles, and approaches. To support this position, we trace the evolution of family support and posit that currently the family support movement is on the verge of a transition toward a new normative system for human service provision.

## **The Family Support Programs**

Family support began in the late 1970s as a grass-roots movement, largely characterized by scattered programs where staff provided informal support services to parents with young children. Diverse and highly idiosyncratic, the programs existed independently of one another, although they shared a desire to serve entire families and to do so in a way that was non-judgmental, highly inclusive of all family members, and preventive in orientation. During this era, discrete programs proliferated, with few opportunities for linkage among them.

## **The Family Support Principles**

Scattered programs slowly became aware of one another and decided to come together to share their work, philosophies, and concerns. During this period, in the early- to mid-1980s, meetings were held, organizations were formed, and the ideas that framed the individual programs were codified into a working set of principles--decentralized decision-making, according power to the consumer, preventing problems before they occur, family inclusiveness, voluntary participation. Once codified, these principles guided the development of many new programs and formed the basis for the emergence of family support to the public agenda.

## **The Family Support Approach**

As family support emerged as a set of principles, it became apparent that its ideas were not unique to these programs. Similar ideas were being discussed as part of reform efforts that were taking hold in other domains--business,

education, consumer protection, and preventative and mental health care. In fact, the ideas that undergirded family support became popular and began to transcend "the programs originally designed to contain them" (Kagan & Weissbourd, 1994, p. 475). Family support became an approach, not limited to discrete family support programs, but one that could be adapted and infused into mainstream social institutions, including public schools, health care, and social services. And isolated institutions began to adopt a family support approach.

## The Family Support Movement

As family support burgeoned from programs to principles to an approach, its ideas have caught on. More and more, family support is finding its way into diverse facets of the American agenda. Family support has been manifest in legislation; it has been infused into corporate policies, striving to make business and industry more family supportive; and it has been embraced by many conventional social services bureaucracies. Presently, family support appears to be on the cusp of forming a movement, one that advocates for the creation of a new normative system of family support. Such a normative system suggests that family support will no longer be considered haphazard or unique; it will become what is normal, what prevails. Family support would become so enmeshed in the social fabric of this nation that it would not be regarded as a treatment or intervention, but as a condition of life (Garbarino & Kostelny, 1994).

## Toward a New Normative System

In order to create a new normative system, there must be societal and professional advances. Our society must make a commitment to make family support accessible and available on a voluntary basis to all families. The public must pledge durable, consistent fiscal support to the system. Such support must be accompanied by a mandate to honor the diversity of all families, and family support must be seen as an essential tool to build inclusive communities. On the professional side, family support must clarify its vision of the normative system and must define the roles of responsible parties, including government and the private sector. Conceptual work is needed to better define the outcomes associated with the normative system. Professional standards and the associated knowledge base need to be developed.

A normative system of family support is a long way off. Yet, given the state of American families, the growing recognition of the importance of family support, and its rapid trajectory from a set of unconnected programs, we see family support as a viable strategy for human service delivery. Different from eras past, the question at hand is not will family support survive. Today, and for the next century, we must ask, how can we make family support--as a set of programs, principles, approaches, and a movement--survive?

---

## References

Garbarino, J. & Kostelny, K. (1994). Family support and community development. In S. L. Kagan & B. Weissbourd (Eds.), *Putting families first: America's family support movement and the challenge of change* (pp. 297-320). San Francisco, CA: Jossey-Bass.

Kagan, S. L. & Weissbourd, B. (1994). Toward a new normative system of family support. In S. L. Kagan & B. Weissbourd (Eds.), *Putting families first: America's family support movement and the challenge of change* (pp. 473-490). San Francisco, CA: Jossey-Bass.



[Forward to Next Article](#)



## The learning center

look inside...



[Family Support And...](#) | [About Family Support](#) | [Technical Assistance](#) |  
[What is a Family Support Center?](#) | [2005 Parent Resource Center](#)

### About family support

[Definition](#) | [Principles](#) | [Premises](#) | [Impact](#)

## Family Support Is ...

- ▶▶ A set of beliefs and an approach to strengthening and empowering families and communities so that they can foster the optimal development of children, youth, and adult family members.
- ▶▶ A type of grassroots, community-based program designed to prevent family problems by strengthening parent-child relationships and providing whatever parents need in order to be good nurturers and providers. These programs have been proliferating across the country since the 1970s.
- ▶▶ A shift in human services delivery that encourages public and private agencies to work together and to become more preventive, responsive, flexible, family-focused, strengths-based, and holistic—and thus more effective.
- ▶▶ A movement for social change that urges all of us—policymakers, program providers, parents, employers—to take responsibility for improving the lives of children and families. The family support movement strives to transform our society into caring communities of citizens that put children and families first and that ensure that all children and families get what they need to succeed.

Family Support America is the national resource organization for the theory, policy, and practice of family support.

[Skip Navigation](#) | [Programs & Networks](#) | [About Us](#) | [Learning Center](#) | [Conferences](#)  
[Work & Family](#) | [Policy & Advocacy](#) | [Membership](#) | [Publications & Products](#)

[Back To Top](#) 

© Copyright 1997-2005 Family Support America, All Rights Reserved  
 Please direct any inquiries concerning this web site to the [webmaster](#)

Home | [Frequently Asked Questions](#) | [Contact Us](#) | [Privacy](#) | [Search](#)  
 Friday, May 5, 2006



## The learning center

look inside...



[Family Support And...](#) | [About Family Support](#) | [Technical Assistance](#) |  
[What is a Family Support Center?](#) | [2005 Parent Resource Center](#)

### About family support

[Definition](#) | [Principles](#) | [Premises](#) | [Impact](#)

## Principles of Family Support Practice

1. Staff and families work together in relationships based on equality and respect.
2. Staff enhance families' capacity to support the growth and development of all family members--adults, youth, and children.
3. Families are resources to their own members, to other families, to programs, and to communities.
4. Programs affirm and strengthen families' cultural, racial, and linguistic identities and enhance their ability to function in a multicultural society.
5. Programs are embedded in their communities and contribute to the community -building process.
6. Programs advocate with families for services and systems that are fair, responsive, and accountable to the families served.
7. Practitioners work with families to mobilize formal and informal resources to support family development.
8. Programs are flexible and continually responsive to emerging family and community issues.
9. Principles of family support are modeled in all program activities, including planning, governance, and administration.

Family Support America is the national resource organization for the theory, policy, and practice of family support.

[Skip Navigation](#) | [Programs & Networks](#) | [About Us](#) | [Learning Center](#) | [Conferences](#)  
[Work & Family](#) | [Policy & Advocacy](#) | [Membership](#) | [Publications & Products](#)

[Back To Top](#) 

© Copyright 1997-2005 Family Support America, All Rights Reserved  
 Please direct any inquiries concerning this web site to the [webmaster](#)

Home | [Frequently Asked Questions](#) | [Contact Us](#) | [Privacy](#) | [Search](#)  
 Friday, May 5, 2006



## The learning center

look inside...



[Family Support And...](#) | [About Family Support](#) | [Technical Assistance](#) |  
[What is a Family Support Center?](#) | [2005 Parent Resource Center](#)

### About family support

[Definition](#) | [Principles](#) | [Premises](#) | [Impact](#)

## Premises of Family Support

- 1) Primary responsibility for the development and well-being of children lies within the family, and all segments of society must support families as they rear their children
- 2) Assuring the well-being of all families is the cornerstone of a healthy society, and requires universal access to support programs and services
- 3) Children and families exist as part of an ecological system
- 4) Child-rearing patterns are influenced by parents' understandings of child development and of their children's unique characteristics, personal sense of competence, and cultural and community traditions and mores
- 5) Enabling families to build on their own strengths and capacities promotes the healthy development of children
- 6) The developmental processes that make up parenthood and family life create needs that are unique at each stage in the life span
- 7) Families are empowered when they have access to information and other resources and take action to improve the well-being of children, families, and communities

Family Support America is the national resource organization for the theory, policy, and practice of family support.

[Skip Navigation](#) | [Programs & Networks](#) | [About Us](#) | [Learning Center](#) | [Conferences](#)  
[Work & Family](#) | [Policy & Advocacy](#) | [Membership](#) | [Publications & Products](#)

[Back To Top](#)

© Copyright 1997-2005 Family Support America, All Rights Reserved  
 Please direct any inquiries concerning this web site to the [webmaster](#)

**Appendix B - Percentage of San Francisco Family Support Network Agencies that Provide the Following Services**

| <b>Family Support Services</b>                                      | <b>Percentage</b> |
|---|-------------------|
| Information & Referral  | 100%              |
| Outreach  | 100%              |
| Parenting education, classes, or workshops                          | 100%              |
| Counseling  | 95%               |
| Family-child activities, celebrations                               | 95%               |
| Case Management   | 89%               |
| Peer Support  | 84%               |
| Child abuse prevention or intervention                              | 74%               |
| Community Development activities                                    | 74%               |
| Food  | 63%               |
| Financial literacy, money management, or family budgeting workshops | 58%               |
| Employment  | 53%               |
| Domestic violence/Intimate partner violence                         | 47%               |
| Respite Care  | 47%               |
| After school  | 42%               |
| Clothing  | 42%               |
| Housing   | 37%               |
| ESL   | 26%               |

## **Appendix C - DHS Supported Family Resource Centers**

Asian Pacific Islander Family Resource Network\*  
Bayview Hunter's Point Family Resource Center  
Chicano/Latino Family Resource System\*\*  
Oceanview/Merced/Ingleside Family Resource Center  
Potrero Hill Family Resource Center  
Support for Families with Children with Disabilities  
Talkline Family Support Center

\*A collaboration of 27 agencies including Asian Perinatal Advocates, Asian Women's Resource Center, Chinese Newcomers Service Center, Kai Ming Head Start, Wu Yee Children's Services, Richmond Area Multi-Services, Korean Center, Nihonmachi Little Friends, West Bay Multi-Services Center, South of Market Child Care, South of Market Health Center, Lao Seri Association, Vietnamese Family Services Center, Family Connections, Samoan Community Development Center, Soul'd Out Productions, and Visitacion Valley Community Center.)

\*\*A collaboration of 4 agencies including Instituto Familiar De La Raza, La Raza Community Resource Center, Mission Learning Center, and Mission Neighborhood Center.



## **Appendix D - Members of the San Francisco Family Support Network Considered Family Resource Centers**

Asian Family Support Center  
Asian Perinatal Advocates (APA)  
Asian Women's Shelter  
Bayview Hunters Point Family Resource Center  
Children's Council of San Francisco  
Compass Community Services  
Edgewood Center for Children and Families  
Family Service Agency of San Francisco  
Florence Crittenton Services  
Good Samaritan Family Resource Center  
Instituto Familiar de la Raza  
La Raza Community Center  
OMI Family Resource Center  
Our Family Coalition  
Parents' Place  
Portola & Excelsior Family Connections  
San Francisco Child Abuse Prevention Center  
South of Market Child Care  
Support for Families of Children with Disabilities  
Visitacion Valley Community Center  
Wu Yee Children's Services

**Appendix E - Family Support Programs Funded by DCYF that Operate Like Family Resource Centers**

| <b>Agency Name</b>                                 | <b>Program Name</b>  |
|--|--|
| Asian Perinatal Advocates (APA)                    | Healthy Asian and Pacific Islander and Latino Children Project |
| Family Services Agency of San Francisco            | Teen Resources to Achieve Positive Practices                   |
| Good Samaritan Family Resource Center Inc.         | Family Support Services Program                                |
| Gum Moon Residence Hall                            | Caring for Asian Children Collaborative                        |
| Inter-City Family Resource Network Inc.            | SafeStart Initiative   |
| Portola Family Connections                         | Child/Parent Drop-In (CPDI)                                    |
| San Francisco Child Abuse Prevention Center        | Talk Line Family Support Center                                |
| South of Market Child Care Inc.                    | Family Support Program   |
| Support for Families of Children with Disabilities | Open Gate Family Resource Center                               |
| YMCA - Urban Services                              | SafeStart Initiative   |

## **Appendix F - Agencies Supported by First Five San Francisco that Provide Family Support Services**

Compass Community Services  
Edgewood Center for Children and Families  
Good Samaritan Family Resource Center, Inc  
Gum Moon/Asian Women's Resource Center  
Instituto Familiar de la Raza, Inc.  
Portola Family Connections  
San Francisco Child Abuse Prevention Center  
South of Market Child Care, Inc.  
Support for Families of Children with Disabilities  
Urban Services YMCA  
Visitacion Valley Community Center, Inc.  
Wu Yee Children's Services

## Appendix G - Summary of Family Support Service Provider Relationships

| Family Support Organization   | DCYF | DHS | First Five | SFFSN | Controller |
|---|------|-----|------------|-------|------------|
| Asian Family Support Center   |      |     |            | X     |            |
| Asian Pacific Islander Family Resource Network                          |      | X   |            |       |            |
| Asian Perinatal Advocates   | X    |     |            | X     | X          |
| Asian Women's Shelter   |      |     |            | X     | X          |
| Bayview Hunters Point Family Resource Center                            |      | X   |            | X     |            |
| Booker T. Washington Community Service Center                           |      |     |            |       | X          |
| Catholic Charities CYO  |      |     |            |       | X          |
| Chicano/Latino Family Resource System                                   |      | X   |            |       |            |
| Children's Council of San Francisco                                     |      |     |            | X     | X          |
| Chinatown Community Development Center                                  |      |     |            |       | X          |
| Compass Community Services  |      |     | X          | X     | X          |
| Edgewood Center for Children and Families                               |      |     | X          | X     | X          |
| Episcopal Community Services  |      |     |            |       | X          |
| Family Service Agency of San Francisco                                  | X    |     |            | X     | X          |
| Family Support Services of the Bay Area                                 |      |     |            |       | X          |
| Florence Crittenton Services  |      |     |            | X     |            |
| Glide Foundation  |      |     |            |       | X          |
| Good Samaritan Family Resource Center                                   | X    |     | X          | X     |            |
| Grupo de la Comida  |      |     |            |       | X          |
| Gum Moon Residence Hall   | X    |     |            |       |            |
| Gum Moon/Asian Women's Resource Center                                  |      |     | X          |       |            |
| Haight Ashbury Free Clinics, Inc.                                       |      |     |            |       | X          |
| Hamilton Family Center  |      |     |            |       | X          |
| Hearing Society for the Bay Area  |      |     |            |       | X          |
| Holy Family Day Home  |      |     |            |       | X          |
| Homeless Children's Network   |      |     |            |       | X          |
| Homeless Prenatal Program   |      |     |            |       | X          |
| Huckleberry Youth Programs, Inc.  |      |     |            |       | X          |
| Instituto Familiar de la Raza   |      |     | X          | X     | X          |
| Inter-City Family Resource Network Inc.                                 | X    |     |            |       |            |
| International Institute   |      |     |            |       | X          |
| La Casa de las Madres   |      |     |            |       | X          |
| La Raza Community Center  |      |     |            | X     |            |
| Mission Learning Center   |      |     |            |       | X          |
| Mt. St. Joseph-St. Elizabeth (Epiphany Center for Families in Recovery) |      |     |            |       | X          |
| NICOS Chinese Health Coalition  |      |     |            |       | X          |
| Oceanview/Merced/Ingleside Family Resource Center                       |      | X   |            | X     |            |
| Our Family Coalition  |      |     |            | X     |            |
| Parents' Place  |      |     |            | X     |            |
| Portola & Excelsior Family Connections                                  | X    |     | X          | X     |            |
| Potrero Hill Family Resource Center                                     |      | X   |            |       |            |
| Richmond Area Multi-Services, Inc.                                      |      |     |            |       | X          |
| Richmond District Neighborhood Center                                   |      |     |            |       | X          |
| Sage Project, Inc.  |      |     |            |       | X          |
| Samoan Community Development Center                                     |      |     |            |       | X          |
| San Francisco Child Abuse Prevention Center                             | X    |     | X          | X     | X          |
| South of Market Child Care  | X    |     | X          | X     | X          |

| <b>Family Support Organization</b>                 | <b>DCYF</b> | <b>DHS</b> | <b>First Five</b> | <b>SFFSN</b> | <b>Controller</b> |
|--|-------------|------------|-------------------|--------------|-------------------|
| Sunset Youth Services                              |             |            |                   |              | x                 |
| Support for Families of Children with Disabilities | x           | x          | x                 | x            |                   |
| Talkline Family Support Center                     |             | x          |                   |              |                   |
| Vietnamese Elderly Mutual Assistance Association   |             |            |                   |              | x                 |
| Visitacion Valley Community Center                 |             |            | x                 | x            |                   |
| Walden House, Inc.                                 |             |            |                   |              | x                 |
| Wu Yee Children's Services                         |             |            | x                 | x            | x                 |
| YMCA of San Francisco                              | x           |            | x                 |              | x                 |
|  |             |            |                   |              |                   |

Note: This table does not account for the fact that some organizations listed might be subsidiaries or have other relationships with other organizations listed, and therefore might indirectly receive funding from DCYF, DHS, or First 5 or be a member of the SFFSN or Controller populations although they have not been indicated as such with a "x".

## **Appendix H - Nonprofit Agencies that Indicated that they Provided Family Services in the Controller's Report on Nonprofit Health and Human Service Providers**

Asian Perinatal Advocates  
Asian Women's Shelter  
Booker T. Washington Community Service Center  
Catholic Charities CYO  
Children's Council of San Francisco  
Chinatown Community Development Center  
Compass Community Services  
Edgewood Center for Children and Families  
Episcopal Community Services  
Family Service Agency of San Francisco  
Family Support Services of the Bay Area  
Glide Foundation  
Grupo de la Comida  
Haight Ashbury Free Clinics, Inc.  
Hamilton Family Center  
Hearing Society for the Bay Area  
Holy Family Day Home  
Homeless Children's Network  
Homeless Prenatal Program  
Huckleberry Youth Programs, Inc.  
Instituto Familiar de la Raza, Inc.  
International Institute  
La Casa de las Madres  
Mission Learning Center  
Mt. St. Joseph-St. Elizabeth (Epiphany Center for Families in Recovery)  
NICOS Chinese Health Coalition  
Richmond Area Multi-Services, Inc.  
Richmond District Neighborhood Center  
Sage Project, Inc.  
Samoan Community Development Center  
San Francisco Child Abuse Prevention Center  
South of Market Child Care, Inc.  
Sunset Youth Services  
Vietnamese Elderly Mutual Assistance Association  
Walden House, Inc.  
Wu Yee Children's Services  
YMCA of San Francisco

## Appendix I - Controller's Report on Nonprofit Health and Human Service Providers

[http://www.sfgov.org/site/controller\\_PAGE.asp?id=36221](http://www.sfgov.org/site/controller_PAGE.asp?id=36221)

Note: Survey respondents provided the information below. Funding amounts are fiscal year 2003-04 budgeted amounts for contracts and grants.

### Asian Perinatal Advocates

Primary program area: Family services

All program areas: Crisis Intervention, Employment/Employment training, Family Services, Other, Domestic violence & child abuse prevention

#### Total Funding

|                 |                 |
|-----------------|-----------------|
| Federal direct  | \$154,350 (7%)  |
| State direct    | \$0 (0%)        |
| SF General Fund | \$924,004 (44%) |
| Other SF        | \$712,140 (34%) |
| Donations       | \$30,000 (1%)   |
| Foundations     | \$270,512 (13%) |
| Dues            | \$18,000 (1%)   |
| Other           | \$3,000 (0%)    |
| Total           | \$2,112,006     |

#### City Funding

|       |                 |
|-------|-----------------|
| DAAS  | \$0 (0%)        |
| DHS   | \$990,223 (61%) |
| DPH   | \$30,000 (2%)   |
| DCYF  | \$198,437 (12%) |
| Other | \$417,484 (26%) |
| Total | \$1,636,144     |

## San Francisco Child Abuse Prevention Center

Primary program area: Family services

All program areas: Crisis Intervention, Education/Academic Support, Family Services, Mental Health, Substance Abuse

### Total Funding

|                 |                 |
|-----------------|-----------------|
| Federal direct  | \$0 (0%)        |
| State direct    | \$95,748 (5%)   |
| SF General Fund | \$0 (0%)        |
| Other SF        | \$695,142 (36%) |
| Donations       | \$239,500 (13%) |
| Foundations     | \$535,245 (28%) |
| Dues            | \$30,300 (2%)   |
| Other           | \$311,050 (16%) |
| Total           | \$1,906,985     |

### City Funding

|       |                 |
|-------|-----------------|
| DAAS  | \$0 (0%)        |
| DHS   | \$487,310 (70%) |
| DPH   | \$0 (0%)        |
| DCYF  | \$122,500 (18%) |
| Other | \$85,332 (12%)  |
| Total | \$695,142       |



## Wu Yee Children's Services

Primary program area: Childcare

All program areas: Childcare, Education/Academic Support, Family Services, Meals and Nutrition, Youth Services

### Total Funding

|                 |                   |
|-----------------|-------------------|
| Federal direct  | \$1,980,800 (19%) |
| State direct    | \$1,598,300 (16%) |
| SF General Fund | \$3,970,200 (39%) |
| Other SF        | \$2,351,000 (23%) |
| Donations       | \$35,531 (0%)     |
| Foundations     | \$168,322 (2%)    |
| Dues            | \$54,287 (1%)     |
| Other           | \$0 (0%)          |
| Total           | \$10,158,440      |

### City Funding

|       |                   |
|-------|-------------------|
| DAAS  | \$0 (0%)          |
| DHS   | \$588,080 (9%)    |
| DPH   | \$32,260 (1%)     |
| DCYF  | \$5,551,000 (88%) |
| Other | \$150,015 (2%)    |
| Total | \$6,321,355       |

## YMCA of San Francisco

Primary program area: Aging & Adult

All program areas: Childcare, Crisis Intervention, Education/Academic Support, Family Services, Housing & Shelter, Mental Health, Substance Abuse, Youth Services

### Total Funding

|                 |                   |
|-----------------|-------------------|
| Federal direct  | \$259,769 (4%)    |
| State direct    | \$0 (0%)          |
| SF General Fund | \$0 (0%)          |
| Other SF        | \$2,920,518 (45%) |
| Donations       | \$1,436,000 (22%) |
| Foundations     | \$546,500 (9%)    |
| Dues            | \$822,965 (13%)   |
| Other           | \$437,617 (7%)    |
| Total           | \$6,423,369       |

### City Funding

|       |                   |
|-------|-------------------|
| DAAS  | \$129,254 (4%)    |
| DHS   | \$457,243 (16%)   |
| DPH   | \$351,642 (12%)   |
| DCYF  | \$1,055,524 (36%) |
| Other | \$926,855 (32%)   |
| Total | \$2,920,518       |