Children's Services Council of Leon County (CSC Leon)
Program Services Committee Meeting

Tuesday, May 31, 2022, 5:00 p.m.
The Southern Group, 123 S. Adams Street, Tallahassee, FL 32301

Members of the public can view the meeting via live stream on this YouTube channel:
https://www.youtube.com/channel/UCc74A9evhLxbHIrH63-cIbQ.

AGENDA

I.   Call to Order
II.   Roll Call
III.   Approval of Agenda
IV.   General Public Comment
V.   Lesson Learned from Summer 2022 Funding Process
VI.   Review of Funding Options B from Q-Q Research Consultants
VII.   Formulation of Committee Recommendation for Future Funding Cycles
       A.   Public Comment
       B.   Consideration to Approve Selected Proposals for Funding
VIII. Next Meeting Date(s)
IX.   Next Meeting Agenda, if applicable.
X.   Member Comments
XI.   Adjourn

CSC Leon Funding Options B

Narrative

Based on the findings identified in the Gap Analysis Report, through information gathered from secondary data sources, the community survey, community engagement activities, and the Comprehensive Programs Inventory and Informative Programs Inventory, the following report provides recommendations by Q-Q Research for CSC Leon's long-term priority investments. These recommendations provide an opportunity to set the stage for CSC Leon to allocate funds for multiyear funding cycles while recognizing the importance of building the infrastructure, processes, and systems that will facilitate collaboration, continuous learning, and data-informed decision making.

Q-Q Research believes CSC Leon is strategically positioned to utilize **innovative principles and approaches** to engage community partners (including other funders, service providers, faith institutions, private businesses, service recipients, and governmental entities) and build on the community's strengths, assets, and capabilities. Through this collaboration, the community will identify the most suitable and effective ways to support its development and well-being while being empowered to utilize CSC Leon as a funder and an ally.

The goal is for CSC Leon to embrace **innovative guiding principles** that will not only help determine the specific programs or models to be funded, but that will, most importantly, set the stage for a new, constructive, and collaborative way of engaging with the community. This new approach engagement approach is accomplished by partnering and supporting residents and stakeholders and promoting a culture where community development and well-being are seen as everyone's right and responsibility. Some of the guiding principles include:

- Identifying the problem-solving resources present in the neighborhoods being served and recognizing how institutions can support and build upon those assets, as highlighted in the **Asset-Based Community Development (ABCD)** approach. Instead of reinforcing a culture of neediness, this approach advocates capitalizing on the strengths of communities. This approach aims for service recipients to shift from being clients to being producers, becoming agents of change through inclusion, respect, and trust.

- Recognizing the gifts and talents already present in families and neighborhoods and strategizing on how CSC Leon can nurture these gifts by supporting voluntary, self-organizing structures capable of addressing their own needs. **The Abundant Community: Awakening the Power of Families and Neighborhoods** provides guidelines for different stakeholders to assume specific roles that acknowledge the agency of all individuals, while undertaking actions that reweave the social fabric for the benefit of all. This model underlines the power of relationship building and condemns "top-down" approaches where decisions are made based on what a community is considered to want or need instead of listening to what the community says it could use to direct their future.

- Focusing on all individuals' capability to achieve the kind of lives they value is not solely based on an individual sense of well-being, but on having actual access to the resources and structures that allow for human flourishing. According to the **Creating Capabilities** approach, the freedom to achieve well-being is of primary moral importance and should be understood in terms of people's capabilities and functioning. Existing social structures and institutions play a key role in realizing everyone's capabilities. They are intrinsically related to the need to renegotiate social justice to create more capabilities-promoting policies that make human flourishing feasible and attainable.

In alignment with these principles, CSC Leon may consider the following:

- Design and fund the structural support for community and resident participation. The recommendations across domains in the table below, identify specific models that can be implemented and include estimated costs associated with leading the effort (staffing, materials, etc.), accessing technical assistance from experts in the field, and covering data systems-related expenses. However, CSC Leon may consider a compensation policy or practice guidelines to pay for the expertise of those who receive services, or to incentivize the participating neighborhoods.

- Design and fund an infrastructure that supports long-term relationship building. The principles outlined above and the recommendations presented below, should be approached as a long-term, ever-evolving effort.

- Develop a capacity-building model grounded in the guiding principles outlined above and engage service providers as experts within their communities. This model should include strategies to identify the strengths organizations already have and the assets of the individuals they serve. Efforts in this area should be fully aligned with the systems building and evaluation investments recommended below, recognizing the knowledge, skills, history, networks, and relationships, that can be jointly leveraged to co-serve and co-create community well-being.

- Invest in long-term data collection and data use strategies that support community engagement and program evaluation efforts. As part of the community and resident participation efforts, CSC Leon should consider ongoing collaboration with other entities that support data collection or integration efforts, and periodic investment in such efforts to ensure real-time data access and utilization.

- Invest in formative evaluations for new evidence-based and evidence-informed models to be implemented, as well as for the community engagement efforts. Insights and results from these evaluations should inform strategic capacity-building efforts for providers, generate recommendations for potential programmatic adaptations that respond to the specific needs of the populations being served, and contribute to the decision-making processes around recommendations for subsequent funding cycles.

- Collaborate with other funders and service providers to invest in a centralized service directory. Such a directory will allow communities to enhance resource visibility and connection, while increasing awareness around existing services in the community and facilitating referral processes and service coordination.

- Facilitate the creation of a CSC Leon Youth Advisory Council (YAC) that elevates youth voices by providing real-time input and feedback around the strategies being implemented. The engagement and collaboration with YAC members should be based on the principles outlined above, as participants' assets and contributions are expected to inform CSC Leon's funding priorities while identifying innovative ideas and other potentially effective approaches that have not yet been considered. Facilitating the YAC will require skilled expertise and significant support in stipends and capacity-building of youth and adults, that should also be considered by CSC Leon.

In sum, Q-Q Research believes that CSC Leon can transcend its role as a funder of services and set the stage to become a convener that uses an innovative, inclusive, and strength-based approach while promoting equity, facilitating ongoing, mutually rewarding relationships with service

providers, and building trust and respect with all community stakeholders. The guiding principles and considerations outlined to this point should serve as a beacon while making decisions about the investments to be prioritized at this time.

Taking all of this into consideration, and in alignment with the overall recommendations developed to address the gaps that emerged in the Gap Analyses (listed on page __ of this report), the tables below offer several funding options to be considered for each of the domains identified in the theory of change, as well as models and strategies to be implemented across domains.

Recommendations across all domains:

Recommendations Across Domains*				
Investment Area	Proposed Investment	Population	Requirements	Estimated Cost
Systems Building	Strategic steering committees by geography. Potential models: Transforming Early Childhood Communities (TECCS), Oregon Systems Change Model, StriveTogether Theory of Action™ framework	By geography	• One qualified entity would centralize and lead the development of the various committees • Identify number of committees and geographic areas to be represented (each area should have representation from at least have one target zip-code) • Set systems, functions, and processes in place across committees. • Review gap analysis for each geographic area and set subsequent priorities in alignment with long term recommendations. • Measurement and mapping • Community engagement • Targeted, place-based systems improvement • Shared learning network • Monitoring and evaluation	$150,000/year
	Partner with other funders and key stakeholders to enhance/develop program directory	Universal	• Include programs funded and not funded in all domains • User friendly database that can be updated and accessed in real-time • Ability to filter by program type, geography, population being served and other relevant categories • Functionality that facilitates referral processes • Develop functionality to integrate with other directories	$150,000/year (would vary depending on collaborations)

Recommendations Across Domains*				
Investment Area	**Proposed Investment**	**Population**	**Requirements**	**Estimated Cost**
Evaluation	Tool(s) to collect/ integrate, analyze and use data in real time. Potential solution: UpMetrics	Universal	- Tool(s) to collect data (or integrate data collected by service providers) - Data analysis at the provider and CSC level - Real time access in a user-friendly manner for service providers and for the CSC	$100,000/year
	Formative evaluations of evidence-based and promising models being implemented under each of the domains	Universal with focused on target zip-codes and vulnerable populations	- One qualified entity to design and complete formative evaluation for each of the subdomains - All programs funded to pilot recommended models would participate in the evaluation - Evaluation trends in results should be disseminated and used for capacity building efforts - Evaluation results should be used to inform recommendations for future funding cycles	$150,000/evaluation
Capacity building	Capacity building services for CSC Leon funded providers. Potential tools: NIRN Practice Guide to Supporting Implementation, All Children Thrive Quality Improvement Framework	Universal	- Organization with expertise on provider capacity building and established relationships with service providers. - Complete Organizational capacity assessment (OCA) - Provide guidance on areas required for funding (e.g., data collection) - Develop close relationship with entities completing formative evaluations - Use results from different phases of formative evaluation to make decisions about supports needed - Implement a comprehensive plan that is flexible and adaptable to diverse adult learning styles - Initial priority around helping organizations build and maintain social-emotional wellness, diversity and inclusion practices.	$250,000/year
	Communities of practice specific to each domain		- Organization with expertise on the specific domain and established relationships with service providers. - Every funded program should be required to participate - Opportunities for cross-fertilization - Alignment with capacity building efforts - Alignment with system building efforts	

Recommendations Across Domains*				
Investment Area	**Proposed Investment**	**Population**	**Requirements**	**Estimated Cost**
Youth Advisory Council	Youth advisory council to participate in shaping investments – Youth-driven design. Potential models: Youth-led Participatory Action Research (YPAR) and Jim Casey Youth Opportunities Initiative's (JCYOI)	Universal	• Youth representative of all areas of the community, ensuring participation from target zip-codes • Provide insight about effectiveness and reception of approaches, as well as additional gaps identified • Reducing barriers that limit awareness of resources by promoting CSC Leon efforts to friends, families, and other peers • Youth benefits, including leadership opportunities, career-related experience, and financial support	$80,000/year
Public Relations	Hire PR/marketing firm to develop long term strategy to raise awareness about CSC Leon's presence and role in the community.	Universal	• Established firm with knowledge of the community and strong local partnerships, with expertise around diversity and inclusion • Experience with developing and leading campaigns inclusive of branding, strategic distribution of marketing materials, social media utilization, etc. • Monitoring and tracking campaign reach and brand awareness	$150,000/year
Emergency Funds	Allocate funds for emergencies that may arise, such as natural disasters and family stabilization.	Universal with focus on target zip-codes and vulnerable populations	Develop policies and procedures for fund management and distribution	$100,000/year

* These investment options cut across the domains identified in the CSC Leon Theory of Change and provide a foundation for the successful implementation of the recommendations that are specific to each sub-domain.

Success in School Life

The long-term strategy to address the key gaps identified in the Success in School Life domain—includes awareness, affordability, and availability of early learning programs, increasing summer and afterschool programming, social-emotional learning opportunities and academic supports—consist of a variety of complementary investments. These recommendations intend to actively address the gaps identified, while setting the foundations to support high-quality program implementation, enhance social-emotional wellness within organizations, facilitate children's holistic development, and identify innovative approaches that ensure a high return on investment. All within a strategy focused on systems change, collaboration and continuous learning.

In the School Readiness subdomain, it is recommended that CSC Leon collaborate with other community stakeholders in the development of a user-friendly directory that increases awareness and access to high-quality school readiness and VPK programs, invest in scholarships for families in target zip-codes and/or vulnerable populations, and fund supports to enhance social-emotional wellness in the programs being funded.

For the School-Age Supports sub-domain, it is recommended that CSC Leon invest in and support high-quality afterschool and summer programs, through the implementation of pre-selected evidence-based or informed models. Formative evaluations of these programs will be funded to inform continuous learning and capacity-building efforts, as well as to guide strategic planning processes for future funding cycles.

Additionally, to address the disparities in access to quality programs and in academic success by socioeconomic level, race and ethnicity and ability, it is recommended that programs serving in priority zip codes and/or serving vulnerable populations be prioritized for funding.

The table below outlines the approach to funding for the long-term investments in the Success in School Life domain.

Subdomain: School readiness

Identified gaps:
- Affordability of early learning programs
- Availability of early learning programs
- Awareness of existing early learning programs

Proposed Investment	Population	Programmatic Requirements	Estimated Cost	Key Outcome Measure
Child scholarship slot payments to expand participation in early learning programs	Prioritize programs serving in target zip codes and/or vulnerable populations	• High-quality, evidence-based school readiness and VPK program • Capacity for additional slots • Curriculum that supports social-emotional learning and integrates it into the program daily activities • Health and wellness (healthy meals, nutrition education, physical activity) • Parent engagement and education • Extended hours for working families	$250/child/week	Increase the number of children who enter kindergarten socially, emotionally, and academically ready: Early Development Instrument (KOM ID: 1.1.9) or Desired Results Developmental Profile: Kindergarten (DRDP-K) (KOM ID: 1.1.11)
Pilot evidence-based or informed models to increase center-wide social-emotional wellness. Potential models: High Scope Curriculum, Al's Pals: Kids Making Healthy Choices, **Creative Curriculum**	Universal	• High quality school readiness or VOK program • Organizational capacity to implement pilot. • External team to conduct formative evaluation	$5,000/provider/curriculum plus $30,000/year/ implementation lead	
Partner with school district to collect the Early Development Instrument (EDI) and the Middle Years Development Instrument baseline and develop plan for future data collection.	Universal	• EDI data collection plan in partnership with UCLA • Coordinate teacher training with school district • Data analysis and dissemination through strategic steering committees	$200,000/every 3 years	

Subdomain: School-age supports

Identified gaps:
- English Language Arts and Mathematics proficiency
- Disparities in education and proficiency across subpopulations (CWD, economically disadvantaged, ELL)
- Services for children with disabilities
- Social-emotional supports for children
- Affordable and accessible afterschool and summer programming
- Parent engagement and education

Proposed Investment	Population	Programmatic Requirements	Estimated Cost	Key Outcome Measure
Fund innovative, high-quality afterschool and summer programs.	Funding opportunities available to all programs, but funding decisions to prioritize programs serving in target zip codes and/or serving vulnerable populations	• Organization implementing high-quality program • Social-emotional learning • Academic support/ enrichment • Life Skills • Other enrichment activities such as sports, arts, civic engagement etc. • Health and wellness (healthy meals, nutrition education and physical activity) • Parent engagement and education	• Afterschool: $100/child/week • Summer: $200/child/week	• Increase school performance: Percent of students promoted to next grade and High School graduation rate (School District records KOM ID: 2.3.1 and 2.3.2) Consider the Youth Outcome Measures Online Toolbox as a complementary tool (KOM ID: 2.1.8) • Reduce juvenile crime among school-aged children and youth: Contacts with the juvenile justice system and recidivism rates (Florida Department of Juvenile Law Enforcement (KOM: 3.1 and 3.2)
Pilot evidence-based or promising afterschool models focused on children's social-emotional development. Potential models: Behavioral, Emotional, and Social Training: Competent Learners Achieving School Success (BEST in CLASS) and Coping Power	Target zip-codes and vulnerable populations	• Organization implementing high-quality program • Organizational capacity to implement pilot • External team to conduct formative evaluation		
Additional supports for CWD and ELL being served	Programs serving CWD and ELL	• Separate funds allocated to support accommodations (physical or staff related) • Partner with existing expert organizations that advocate for CWD and ELL to increase awareness and inform capacity-building efforts	$150,000/year	
Utilize observational tool like the SEL-PQA to inform capacity-building efforts	Universal	• Tool that assesses program implementation with an emphasis on social-emotional wellness • Trained external observers	$60,000/year	

Healthy Children, Youth & Families

The key gaps identified in the Healthy Children, Youth & Families domain primarily stem around access to affordable health care and services (physical and mental health), obesity, lack of physical fitness and sports programming for youth, auxiliary health services such as vision and dental care, trauma-informed care and programming, and awareness of mental health services available in the community. These gaps and challenges are especially present in the priority zip codes.

To address the gaps identified in a comprehensive manner while building the foundation to positively impact the community indicators in the long term, it is recommended that CSC Leon focus on three investment areas – 1) Benefits awareness and enrollment within all funded programs, 2) Mobile health units offering pediatric, vision and oral health services, and 3) Mental health specialists in all funded programs. The goal is to make these services available universally –hence each funded provider would participate—while focusing on the target zip-codes, which have been identified as areas with the greatest need in this domain.

The table below outlines the approach to funding long-term investments in the Healthy Children, Youth and Families domain.

Subdomain: Physical Health				
Identified gaps: • Disparities in uninsured children by zip code • Affordable and accessible programs for youth fitness activities and sports • Affordable and accessible vision and oral health services • Limited health education • Awareness of available health services in the community				
Proposed Investment	**Population**	**Programmatic Requirements**	**Estimated Cost**	**Key Outcome Measure**
Benefits Awareness & Enrollment Support specialists in all funded programs	Universal with highest concentration in target zip-codes	• One central agency manage specialists supporting funded programs (ensure consistency in role qualifications, training, and functions) • Assigned to each funded program • Support program participants and do outreach in the community/geographic area being served • Public benefits outreach and awareness • One-to-one enrollment support	$30,000/provider/year	• Reduce infant and maternal mortality (Maternal Mortality Review Committee - Florida Health / Physician & hospital records KOM: 1.1 and 1.2) • Increase infant health, improve oral health, and improve early identification of health problems (Physician / hospital data KOM: 1.2.1)
Mobile Health Units o Pediatric o Vision o Oral Health	Prioritize locations in target zip codes and/or vulnerable populations	• Expand capacity of existing units • Provide screening and health services • Rotate throughout afterschool and summer camp programs	$100,000/mobile unit/year	

Subdomain: Mental Health

Identified gaps:
- Key concern in the community
- Affordable and accessible mental health services
- Caregiver capacity and support to meet emotional needs of children
- Anger and trauma management support
- Social-emotional learning opportunities
- Awareness of existing mental health services and resources

Proposed Investment	Population	Programmatic Requirements	Estimated Cost	Key Outcome Measure Link
Fund mental health specialists in all funded programs	Universal	- One central agency would manage mental health specialists to support funded programs (ensure consistency in role qualifications, training, and functions) - Assigned to funded programs (a few programs may share one) - Implement universal awareness campaigns - Provide mental health first aid training for staff - Provide mental health support for children and youth	$50,000/provider/year	- Increase resiliency (EPOCH Measure of Adolescent Well-Being KOM: 2.1.7) - Reduce the number and consequences of adverse childhood events (Yale-Vermont Adversity in Childhood Scale (Y-VACS) KOM: 2.2.6) - Improve social interaction & positive relationships (Assessment of Interpersonal Relations KOM: 2.3.12)
Partner with other funders and key stakeholders to implement mental health campaigns across county.	Universal	- Research informed practices to increase mental health awareness - Facilitate access to program directory and referrals	Depends on leveraged collaborations	
Fund selective and indicated prevention programs for youth. Potential models: Blues Program, Bounce Back, Collaborative Problem Solving (CPS), and Emotional and Behavioral Health Crisis Response and Prevention (EBH-CRP),	Universal with highest concentration in target zip-codes	- Existing high-quality programs - Organizational capacity to implement new model - External team to complete formative evaluation	$200,000 to $500,000/provider/year (varies based on model selected)	

Stable & Nurturing Families & Community

The Stable & Nurturing Families & Community domain has three overarching subdomains and impacts all other domains – Youth Development, Food & Housing Stability and Enhanced Caregivers. The gaps identified focus on poor care coordination amongst providers, families experiencing poverty and lacking basic needs such as food security and stable housing, a need for caregiver programming and support (including mental health services), access to youth enrichment programs focused on college and career readiness, and the need for a database where information about available programs and resources is easily accessible to families. The recommendations below intend to actively address the gaps identified, while setting the foundations to support high-quality program implementation, enhance social-emotional wellness within organizations, facilitate youth and families' well-being, and identify innovative approaches with a high return on investment. All within an approach focused on systems change, collaboration and continuous learning.

For Youth Development, similarly to the Success in Schools domain, it is recommended that CSC Leon make investments in high-quality youth enrichment programs that have demonstrated impact and provide key programmatic components in the areas of life skills development and college and career readiness, as well as in programs with solid organizational capacity able to implement pre-selected evidence-based or informed models. Formative evaluations of pilot programs will also be funded to inform continuous learning and capacity-building efforts, as well as to guide strategic planning processes for future funding cycles. It is also recommended that CSC Leon collaborates with other key community stakeholders to fund and operate a youth internship program focused on youth from target zip-codes, create a youth advisory council to prioritize youth active participation and engagement, and establish a community of practice that supports systems change and capacity-building efforts.

The Food Security and Housing Stability subdomain is a complex issue that requires a collective impact approach. As stated in Recommendation 2 (Foster Collaboration Among Providers and Community) of the Gap Analysis Report, there is an opportunity to take a multisectoral collaboration approach to this issue as it has a significant effect on all other domains. It is recommended that CSC Leon fund an entity to develop and lead Strategic Steering Committees (included in the Recommendations Across Domains table) divided by geography to undertake the issue of poverty, food security and stable housing in Leon County as an urgent priority for recommendations.

Lastly, for the Enhanced Caregivers sub-domain, it is recommended that CSC Leon invest in existing high-quality parenting programs to implement pre-selected evidence-based or informed models. Formative evaluations of existing and new pilot programs will also be funded to inform continuous learning and capacity-building efforts, as well as to guide strategic planning processes for future funding cycles. It is also recommended that CSC Leon establish a community of practice with funded providers, develop a system of care model where all family mental health providers are aligned and coordinate services, and fund a comprehensive, user-friendly directory for families.

The table below outlines the approach to funding for the expedited investments in the Stable & Nurturing Families & Community domain.

Subdomain: Youth Development

Identified gaps:
- Lack of engaging programs for youth
- College and career readiness programs
- Life skills curricula
- Targeted program for vulnerable populations
- Family engagement and education
- Lack of care coordination amongst providers

Proposed Investment	Population	Programmatic Requirements	Estimated Cost	Key Outcome Measure
High-quality youth development afterschool and summer programs	Universal	• Existing high-quality youth enrichment program • Capacity for additional slots • Social-emotional learning • Academic enrichment • Life Skills – college/career readiness, financial literacy • Enrichment • Health and wellness (healthy meals, nutrition education and physical activity) • Parent engagement and education • Extended hours for working families	• Afterschool: $100/youth/week • Summer: $200/youth/week	• Build occupational skills, expand career pathways, and increase economic opportunities (US Department of Labor Employment & Training Administration KOM:1.2.1) • Reduce juvenile crime among school-aged children and youth (Florida Department of Juvenile Law Enforcement KOM: 3.1 and 3.2)
Pilot evidence-based or promising youth development models. Potential models: Cooperative Learning. Year Up, Eisenhower Quantum Opportunities Program, Youth Relationships Project	Target zip-codes and vulnerable populations	• Existing high-quality youth enrichment program • Solid plan to implement evidence-based model		
Develop funder collaboration to fund and operate youth internship program	Target zip-codes and vulnerable populations	• One qualified entity to leverage funding, develop and coordinate program • Life Skills – soft skills for job placement and financial literacy • Job placement for a specific amount of time • Opportunities for professional mentoring	$1,500/youth/ summer plus $150,000 for admin. and stipend payment	

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Subdomain: Food and housing stability

Identified gaps:
- Availability of healthy food
- High poverty and ALICE rates
- Lack of affordable and safe housing
- LGBTQ youth homelessness

Proposed Investment	Population	Programmatic Requirements	Estimated Cost	Key Outcome Measure
Strategic Steering Committees in each geographic area will have the Food & Housing Stability subdomain as the initial priority area to work on.	Universal to a specific geographic area, with emphasis on target zip-codes and vulnerable populations	- Undertake food and housing stability, and community violence, as urgent priorities for recommendations. - Review gap analysis and other community indicators - Engage stakeholders from the public and private sector - Identify potential root causes and intervention strategies	Cost documented in recommendations across domains table	- Reduce the consequences of food insecurity by ensuring that children and youth in Leon County have adequate year-round access to healthy food (FL Health Charts KOM: 2.1) - Reduce the number of children and youth at risk of or experiencing homelessness (United Way ALICE Report KOM: 3.1 and Housing Information System, National Center for Homeless Education KOM: 3.2)

Subdomain: Enhanced caregivers

Identified gaps:
- Increase in child abuse as a result of the pandemic
- Disparities in number of children in foster care by zip code
- Lack of services for youth transitioning out of dependency care
- Support for caregivers in meeting emotional and behavioral needs of vulnerable children
- Mental health services for children and families
- Navigating available services

Proposed Investment	Population	Programmatic Requirements	Estimated Cost	Key Outcome Measure
Pilot a set of evidence-based and/or promising parenting programs: Brief Strategic Family Therapy, ACT Raising Safe Kids Program, Child First	Funding opportunities available to all programs, but funding decisions to prioritize programs serving in target zip codes and/or serving vulnerable populations	• Existing high-quality parenting program or new program with strong organizational capacity • Solid plan to implement evidence-based program • Caregiver education • Peer support • Accessing resources • Solid plan to implement evidence-based model	$150,000 to $400,000/provider/year (varies based on model selected)	• Improve parenting skills and family dynamics (Alabama Parenting Questionnaire KOM: 5.1.2; The Parenting Practices Scale KOM: 5.1.11)
Develop system of care model where all family mental health providers are aligned and coordinate services. Potential model: Communities That Care	Target zip codes and/or serving vulnerable populations	• Existing family mental health support program • Capacity for additional families • Partnerships with community providers for referrals • Effective referral process	$50,000/facilitator/year plus $2.25/online survey/youth	