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Oakland Family Support: Feedback Survey Summary of Findings

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BACKGROUND

In a time of increasing demand, limited financial resources and shifting population demographics, the city of Oakland is positioned to leverage its existing services and supports to provide a more integrated approach to addressing the complex needs of families. Currently, through the efforts of several organizations including the City of Oakland, Department of Human Services, First 5 Alameda Children and Families Commission, Oakland Unified School District and Making Connections- Oakland there are many programs, projects and efforts which provide services designed to support families. These same organizations (Oakland Family Support Workgroup) have come together to explore how they might begin to formalize a “system” of family support which further unifies existing programming. This framework would also inform future policy, funding and programming decisions in the future.

To begin this work, research was conducted to explore the field of family support to establish an understanding of the field. This research was conducted by interviewing local experts who had experience in developing family support networks; consulting the literature on family support including several published studies; and reviewing information from national support organizations.

Through our research, we found that organizations adopted a definition of family support as the starting point of their work. These definitions were used to identify a set of guiding principles that were the driving force behind the work conducted by organizations. They then engaged in an assessment of their current efforts leading to the development of a strategic plan to guide both expansion of services and supports and to provide a unifying framework of definitions and standards around program elements and intended outcomes.

The Oakland Family Support Workgroup established a draft of a possible working definition and set of principles that could be adopted in Oakland and launched a series of focus groups and a feedback survey to participants in order to gain feedback. A total of three focus groups were conducted. The first was conducted in the San Antonio area, the second in West Oakland and the third in East Oakland. Participants in each focus group were then asked to complete a feedback survey in order to further collect input on the proposed family support definition and principles.

ASSESSMENT FINDINGS

The following summarizes the findings from Oakland Family Support Feedback Survey administered to focus group participants in the East Oakland, San Antonio area and West Oakland. Focus Groups were conducted on Thursday, June 4th, Wednesday June 12th and Friday, December 3rd respectively.

Demographic Information

A total of 21 individuals participated in the focus groups and completed feedback surveys representing 19 organizations working in the field of family support. Participants comprised of Executive Directors and leaders from organizations in the San Antonio, West Oakland and East Oakland neighborhoods of Oakland. All participants in the San Antonio and West Oakland Focus groups were women with a range of experience in the field of family support. Although more participants in the East Oakland focus group were also women, several men who attended also had a significant number of years of experience working in the field of family support.

Most participants were in their 30's to 50's (mostly the latter), with a range of experience in the neighborhood from 1 to 15 years.

Participants were also ethnically diverse. In both the San Antonio area and East Oakland, area ethnicities included Anglo, Latina and Asian. African American women were also participants in the West Oakland area. In addition, although only 3 participants were present in the West Oakland area focus group they represented very diverse areas in the field of family support, from early child care to middle and adolescent development to a more broader field of health care.

Figure 1 a list of the participating organizations with a brief description of the their mission as stated by participants and general client demographic information. All data is self-reported. Participating organizations work with very diverse communities and vary in terms of field they represent. They ranged from providing academic support and enrichment to helping support families medical and health needs. All organizations serve low-income families and families that live in the neighborhood. Most also served grandparents, families on public assistance single parents and immigrants. Street level Health Project primarily served immigrant fathers in their services and Oakland Ready to Learn identified that they also serve refugees and native communities. In addition, only Oakland Head Start, SA Neighborhood Health center and MOCHA identified as serving military families and gay/lesbian parents.

Figure 1. Demographic Information on Percent of Racial/Ethnic Populations Served by Participating Organizations

	LATINO/ HISPANIC ORIGIN	WHITE/ CAUCASIAN	BLACK/ AFRICAN AMERICAN	ASIAN OR PACIFIC ISLANDER	MIXED ETHNICITY	NATIVE AMERICA, ESKIMO, ALEUT	OTHER (SPECIFY)
Boys and Girls Club of Oakland Mission: <i>Keep kids off the streets through various educational and afterschool programs, "A positive place for kids"</i> Estimate number of individuals served by organization: 200+	3%		97%				
Oakland Head Start Mission: <i>Educate family parents and children.</i> Estimate number of families served by organization: 1,086	40%	5%	40%	25%	15%	5%	
Prescott-Joseph Ctr/ Another Road to Safety Mission: <i>To promote individual, to promote self-esteem, to promote ongoing renewal of community development</i>	10%		90%				
San Antonio Neighborhood Network (SANN) Mission: <i>Support Families</i> Estimate number of individuals served by organization: 650/week	20%		5%	60%			
SA Neighborhood Health Center Mission: <i>Primary Medical Care</i>	60%	2%	3%	30%	1%	1%	3%

	LATINO/ HISPANIC ORIGIN	WHITE/ CAUCASIAN	BLACK/ AFRICAN AMERICAN	ASIAN OR PACIFIC ISLANDER	MI XED ETHNICITY	NATIVE AMERICA, ESKIMO, ALEUT	OTHER (SPECIFY)
Estimate number of individuals served by organization: 6,000/year							
Jumpstart Mission: <i>Our mission is to ensure that all children in America are prepared for kindergarten and all have school success. Preparing 3-5 years of age to be ready for success in kindergarten, supporting families as primary educators, and providing services to preschools.</i> Estimate number of individuals served by organization: 300+	40%	10%	35%	15%			
Oakland Ready to Learn Mission: <i>Prepare kids for school, support caregivers, promoting reading</i> Estimate number of individuals served by organization: 500-1000/ year	20%		10%	30%	10%	30%	
MOCHA Mission: <i>Provide arts-learning services to all families</i> Estimate number of individuals served by organization: 500	30%	10%	30%	20%			
East Bay Asian Youth Center Estimate number of individuals served by organization: 350+	45%		15%	35%	5%		
Lotus Bloom Mission: <i>Multicultural organization that support families</i> Estimate number of individuals served by organization: 85/week	25%	15%	20%	40%		1%	
Street Level Health Project Mission: <i>Point of entry for new immigrants.</i> Estimate number of individuals served by organization: 750 majority men	70%			25%		5% Nepaly	
East Oakland Youth Development Center Mission: <i>To provide education, arts, physical development programs to children and adults.</i> Estimate number of individuals served by organization: Unsure	X Did not list %		X Did not list %				
	45%		54%	1%			

	LATINO/ HISPANIC ORIGIN	WHITE/ CAUCASIAN	BLACK/ AFRICAN AMERICAN	ASIAN OR PACIFIC ISLANDER	MIXED ETHNICITY	NATIVE AMERICA, ESKIMO, ALEUT	OTHER (SPECIFY)
85th Avenue Head Start Mission: <i>Free pre-school program</i> Estimate number of individuals served by organization: 1,065 families thru Oakland							
Oakland Head Start Mission: <i>To help low income families ages 0-5</i> Estimate number of individuals served by organization: 1,100	65%	25%	45%	25%	10%	5%	
City of Oakland Head Start- Brookfield Mission: <i>To serve children and families</i> Estimate number of individuals served by organization: Over 1,000	75%	22%		1%	2%		
Youth Uprising Mission Community transformation powered by youth leadership development Estimate number of individuals served by organization: All w. 13-24 focus	15%	2%	70%	4%	8%	1%	
East Oakland Community Project Mission: <i>Empower families in transition to be self-sufficient</i> Estimate number of individuals served by organization: 5	20%	10%	50%				30%
Matilda Cleveland Transitional Housing Mission: <i>Provide services for homeless families; moving families into independence</i> Estimate number of individuals served by organization: 9-16	10%	10%	50%	10%	20%		
City of Oakland Head Start Mission: <i>To serve 3-5 yr olds and their families with education and social development</i> Estimate number of individuals served by organization: 1,600	38%		42%	12%	2%		4% Arabic

Below is a table that indicates the population served by each participating organization. An “X” indicates that the organization serves this type of community. A blank indicates that a particular organization may not necessarily identify themselves as serving the indicated population. All organizations indicated that they work with low-income families and 18 out of 19 organizations indicated that they serve families who live in the neighborhood. 17 out of 19 organizations indicated that they served families on public assistance, as well as single parent families, and children ages 0-5. 13 out of the 19 participating organizations identify that they also served women and immigrants.

Figure 2. Demographic Information on Types of Families Served by Participating Organizations

	BOYS AND GIRLS CLUB OF OAKLAND	OAKLAND HEAD START	PRESCOTT-JOSEPH CTR/ ANOTHER ROAD TO SAFETY	SAN ANTONIO NBRHD NETWORK (SANN)	SA NEIGHBORHOOD HEALTH CENTER	JUMPSTART	OAKLAND READY TO LEARN	MOCHA	EAST BAY ASIAN YOUTH CENTER	LOTUS BLOOM	STREET LEVEL HEALTH PROJECT
Low-Income Families	X	X	X	X	X	X	X	X	X	X	X
Median Income Families	X				X			X		X	
Middle Income Families	X				X			X		X	
Families on public assistance	X	X	X		X	X	X	X	X	X	
Homeless families	X	X			X						X
Families with mental health challenges	X				X	X	X	X	X	X	
Families with substance abuse challenges	X	X	X		X	X	X	X			
Teen Parents		X	X		X	X		X			
Families of children with special needs	X	X	X		X	X	X	X		X	
Families who live in the neighborhood	X	X	X	X	X	X	X	X	X	X	
Single Parents	X	X	X		X	X	X	X	X	X	
Children (ages 0-5)		X	X	X	X	X	X	X	X	X	
Youth (ages 6-12)	X	X	X		X			X	X		
Teens (ages 12-16)	X	X	X		X			X	X		
Families involved with child protection		X	X		X	X		X	X		
Women	X	X	X		X	X	X	X	X	X	
Grandparents	X	X	X		X	X	X	X	X	X	
Children with developmental disabilities		X	X		X	X	X	X	X	X	
Foster parents/adoptive families	X	X	X		X	X		X			
Incarcerated parents and their families		X			X	X	X		X		
Adults with disabilities		X	X		X						
Gay/Lesbian parents		X			X			X			
Military Families		X			X			X			
Immigrants		X	X		X	X	X	X	X	X	X
Other							Refugees & Native				Dads

Cont. Figure 2. Demographic Information on Types of Families Served by Participating Organizations

	EAST OAKLAND YOUTH DEVELOPMENT CENTER	85 TH AVENUE HEAT START	OAKLAND HEAD START	CITY OF OAKLAND HEAD START- BROOKFIELD CENTER	YOUTH UPRISING	EAST OAKLAND COMMUNITY PROJECT	MATILDA CLEVELAND TRANSITIONAL HOUSING	CITY OF OAKLAND HEAD START
Low-Income Families	X	X	X	X	X	X	X	X
Median Income Families		X		X	X	X		
Middle Income Families					X			
Families on public assistance	X	X		X	X	X	X	X
Homeless families	X	X	X	X	X	X	X	X
Families with mental health challenges	X	X	X	X	X	X	X	X
Families with substance abuse challenges	X	X		X	X	X	X	X
Teen Parents	X	X	X	X	X			X
Families of children with special needs	X	X	X	X		X	X	X
Families who live in the neighborhood	X	X	X	X	X	X	X	X
Single Parents	X	X	X	X	X	X	X	X
Children (ages 0-5)		X	X	X	X	X	X	X
Youth (ages 6-12)	X				X	X	X	
Teens (ages 12-16)	X				X	X		X
Families involved with child protection	X	X	X	X		X	X	X
Women	X	X	X	X	X	X	X	X
Grandparents	X	X	X		X	X		X
Children with developmental disabilities	X	X	X	X		X	X	X
Foster parents/adoptive families	X	X	X	X		X	X	X
Incarcerated parents and their families	X	X	X	X	X			
Adults with disabilities		X	X			X	X	X
Gay/Lesbian parents				X	X		X	X
Military Families						X		
Immigrants	X	X	X	X				X
Other		Single fathers			Youth and youth adults at the epicenter of violence			

Family support programs are generally categorized under several types ranging from programs that are free-standing, stand-alone centers typically known as family support or family resource centers to larger networks of multiple family support sites that are part of a greater partnership. Participating organizations represented a range on this spectrum. 7 out of the 19 organizations identified themselves as freestanding, stand-alone centers several organizations (7) also identified themselves as community level systems of care networks. Below is a table indicating the categorization of each organization.

Figure 3. Categorization of type of Family Support Programs for Participating Organizations

	FAMILY SUPPORT CENTERS-FREE STANDING, ETC.	FAMILY SUPPORT PROGRAMS NESTED WITHIN LARGER ORGANIZATIONS	ORGANIZATION THAT ADOPTS AND WORKS FROM THE PRINCIPLES OF FAMILY SUPPORT	COMMUNITY-LEVEL SYSTEMS OF CARE	COMPREHENSIVE COMMUNITY COLLABORATION STRUCTURES	MY PROGRAM: DOES NOT FOLLOW ANY OF THE CATEGORIES. IT CAN BE DESCRIBED AS
Boys and Girls Club of Oakland	X					
Oakland Head Start				X		
Prescott-Joseph Ctr/ Another Road to Safety					X	
San Antonio Neighborhood Network (SANN)				X		
SA Neighborhood Health Center	X					
Jumpstart		X	X	X	X	
Oakland Ready to Learn	X		X			
MOCHA		X				
East Bay Asian Youth Center	X					
Lotus Bloom	X					
Street Level Health Project				X	X	
East Oakland Youth Development Center						X Youth Development
85 th Avenue Oakland Head Start				X		
Oakland Head Start	X			X		
City of Oakland Head Start-Brookfield Center			X			

Figure 3a. Categorization of type of Family Support Programs for Participating Organizations

	FAMILY SUPPORT CENTERS-FREE STANDING, ETC.	FAMILY SUPPORT PROGRAMS NESTED WITHIN LARGER ORGANIZATIONS	ORGANIZATION THAT ADOPTS AND WORKS FROM THE PRINCIPLES OF FAMILY SUPPORT	COMMUNITY-LEVEL SYSTEMS OF CARE	COMPREHENSIVE COMMUNITY COLLABORATION STRUCTURES	MY PROGRAM: DOES NOT FOLLOW ANY OF THE CATEGORIES. IT CAN BE DESCRIBED AS
Youth Uprising						
East Oakland Community Project				X		
Matilda Cleveland Transitional Housing		X		X		
City of Oakland Head Start	X		X			

Additionally, responding organizations were asked to indicate services provided. Below is a listing of services provided by each participating organization. An “X” indicates that the organization typically provides. A blank indicates that a particular organization may not necessarily identify themselves as providing this service.

Both the San Antonio area and the West Oakland area had a concentration of services in education, parent education, school linked services, food and nutrition, clothing, information and referral and academic enrichment. However, across the San Antonio area there was a concentration of services provided in health and those geared toward helping immigrant communities. More organizations in the San Antonio are provided mental health services, medical health services, pre natal care, translation services and immigration services.

In the West Oakland area services geared toward childcare, counseling, employment, family and domestic violence, health education and job training were more prevalent. East Oakland had a concentration of services focused on literacy and case management. Almost all organizations in East Oakland, however, provided advocacy services and 5 out of the 9 organizations provided education services as well.

Figure 4. Types of Services Provided by Organizations

	BOYS AND GIRLS CLUB OF OAKLAND	OAKLAND HEAD START	PRESCOTT-JOSEPH CTR/ ANOTHER ROAD TO SAFETY	SAN ANTONIO NBRHD NETWORK (SANN)	SA NEIGHBORHOOD HEALTH CENTER	JUMPSTART	OAKLAND READY TO LEARN	MOCHA	EAST BAY ASIAN YOUTH CENTER	LOTUS BLOOM	STREET LEVEL HEALTH PROJECT	EAST OAKLAND YOUTH DEVELOPMENT CENTER	85 TH AVENUE OAKLAND HEAD START	OAKLAND HEAD START	CITY OF OKALND HEAD START-BROOKFIELD CENTER	YOUTH UPRISING	EAST OAKLAND COMMUNITY PROJECT	MATILDA CLEVELAND TRANSITIONAL HOUSING	CITY OF OKALND HEAD START
Academic Enrichment	X	X	X			X	X		X			X	X			X		X	
Adoption and Foster care																			
Advocacy	X	X	X			X	X		X		X		X	X	X	X	X	X	X
Afterschool-programming	X		X						X			X				X			
AIDS/HIV			X		X														
Case Management		X	X		X				X	X	X		X		X	X	X	X	X
Child Abuse Prevention		X	X							X			X						X
Child Care	X	X								X			X	X	X				X
Church/Ministry Service																			
Citizenship												X							X
Clothing		X	X						X	X	X		X		X			X	
Community Police											X					X			X
Counseling		X	X								X		X	X		X			X
Domestic Violence counseling		X	X		X							X	X			X			X
Drop-In Services									X		X					X			
Education	X	X	X			X	X	X	X	X		X	X	X				X	X

	BOYS AND GIRLS CLUB OF OAKLAND	OAKLAND HEAD START	PRESCOTT-JOSEPH CTR/ ANOTHER ROAD TO SAFETY	SAN ANTONIO NBRHD NETWORK (SANN)	SA NEIGHBORHOOD HEALTH CENTER	JUMPSTART	OAKLAND READY TO LEARN	MOCHA	EAST BAY ASIAN YOUTH CENTER	LOTUS BLOOM	STREET LEVEL HEALTH PROJECT	EAST OAKLAND YOUTH DEVELOPMENT CENTER	85 TH AVENUE OAKLAND HEAD START	OAKLAND HEAD START	CITY OF OKALND HEAD START-BROOKFIELD CENTER	YOUTH UPRISING	EAST OAKLAND COMMUNITY PROJECT	MATILDA CLEVELAND TRANSITIONAL HOUSING	CITY OF OKALND HEAD START
Employment/ Vocational Services	X	X		X								X	X			X	X	X	
Family Planning		X			X									X		X	X	X	X
Family Violence Prevention		X	X									X				X			X
Financial Assistance			X						X							X		X	
Food/Nutrition	X	X	X	X	X nutrition				X		X	X	X					X	X
Health/Special Needs		X	X		X							X	X			X	X		X
Health Education	X	X	X		X				X		X	X	X		X	X		X	X
Homelessness Prevention		X											X			X	X	X	X
Hotlines/ Warmline													X						
Housing									X				X				X	X	
Immigrant and Refugee							X		X				X						X
In-Home Visiting		X	X		X								X			X	X	X	X
Information and Referral		X	X		X		X		X			X	X		X	X		X	
Job Training	X	X										X	X			X		X	X
Legal Assistance													X						
Libraries									X										
Life skills training			X						X			X				X	X	X	X
Literacy		X	X			X	X		X	X		X			X			X	X

	BOYS AND GIRLS CLUB OF OAKLAND	OAKLAND HEAD START	PRESCOTT-JOSEPH CTR/ ANOTHER ROAD TO SAFETY	SAN ANTONIO NBRHD NETWORK (SANN)	SA NEIGHBORHOOD HEALTH CENTER	JUMPSTART	OAKLAND READY TO LEARN	MOCHA	EAST BAY ASIAN YOUTH CENTER	LOTUS BLOOM	STREET LEVEL HEALTH PROJECT	EAST OAKLAND YOUTH DEVELOPMENT CENTER	85 TH AVENUE OAKLAND HEAD START	OAKLAND HEAD START	CITY OF OKALND HEAD START-BROOKFIELD CENTER	YOUTH UPRISING	EAST OAKLAND COMMUNITY PROJECT	MATILDA CLEVELAND TRANSITIONAL HOUSING	CITY OF OKALND HEAD START
Medical Health					X				X				X			X	X		X
Mental Health Counseling					X				X		X		X			X		X	X
Missing Children and Runaways												X							
Parent to Parent Mentoring		X					X			X						X	X		X
Parent Education		X	X			X	X	X	X	X			X		X		X		X
Public Assistance		X							X								X		
Recreation and Social	X		X						X	X		X				X		X	
Respite Care		X								X									X
School Linked Services		X	X			X	X	X	X	X		X				X	X	X	
Special Education and Rehabilitation		X										X							X
Substance Abuse Counseling												X					X		
Suicide Prevention																X			
Support and Self-Help Groups			X									X				X		X	
Teen Pregnancy												X				X			
Translation/ Interpretation					X				X		X	X	X						X
Transportation			X						X								X		
Tutoring	X		X						X			X				X	X	X	
Utilities Assistance			X													X			
Youth Mentoring	X								X			X				X	X		

	BOYS AND GIRLS CLUB OF OAKLAND	OAKLAND HEAD START	PRESCOTT-JOSEPH CTR/ ANOTHER ROAD TO SAFETY	SAN ANTONIO NBRHD NETWORK (SANN)	SA NEIGHBORHOOD HEALTH CENTER	JUMPSTART	OAKLAND READY TO LEARN	MOCHA	EAST BAY ASIAN YOUTH CENTER	LOTUS BLOOM	STREET LEVEL HEALTH PROJECT	EAST OAKLAND YOUTH DEVELOPMENT CENTER	85 TH AVENUE OAKLAND HEAD START	OAKLAND HEAD START	CITY OF OKALND HEAD START-BROOKFIELD CENTER	YOUTH UPRISING	EAST OAKLAND COMMUNITY PROJECT	MATILDA CLEVELAND TRANSITIONAL HOUSING	CITY OF OKALND HEAD START	
Youth Enrichment/ Development	X		X						X			X				X				
Other (specify)						X ¹			X ²							X ³				

1 (child mentoring 3-5 yrs.)

2 (Regular Pregnancy and child dev. prep)

3 (Youth leadership development, civic engagement)

Staff and Program Reflect Definition of Family Support

Participants who attended each focus group were asked to provide feedback regarding how well the proposed definition and principles of family support resonated. Participants were asked in the survey to rate scale of 1-to-5 (1=Not at all, 5= To a great extent) how the organizations’ staff and programming reflected the definition and principles of family support within their work.

Figure 5. Survey Results: Staff Reflect Family Support Definition and Principles

To what degree is staff in your program/organization focusing on the following:

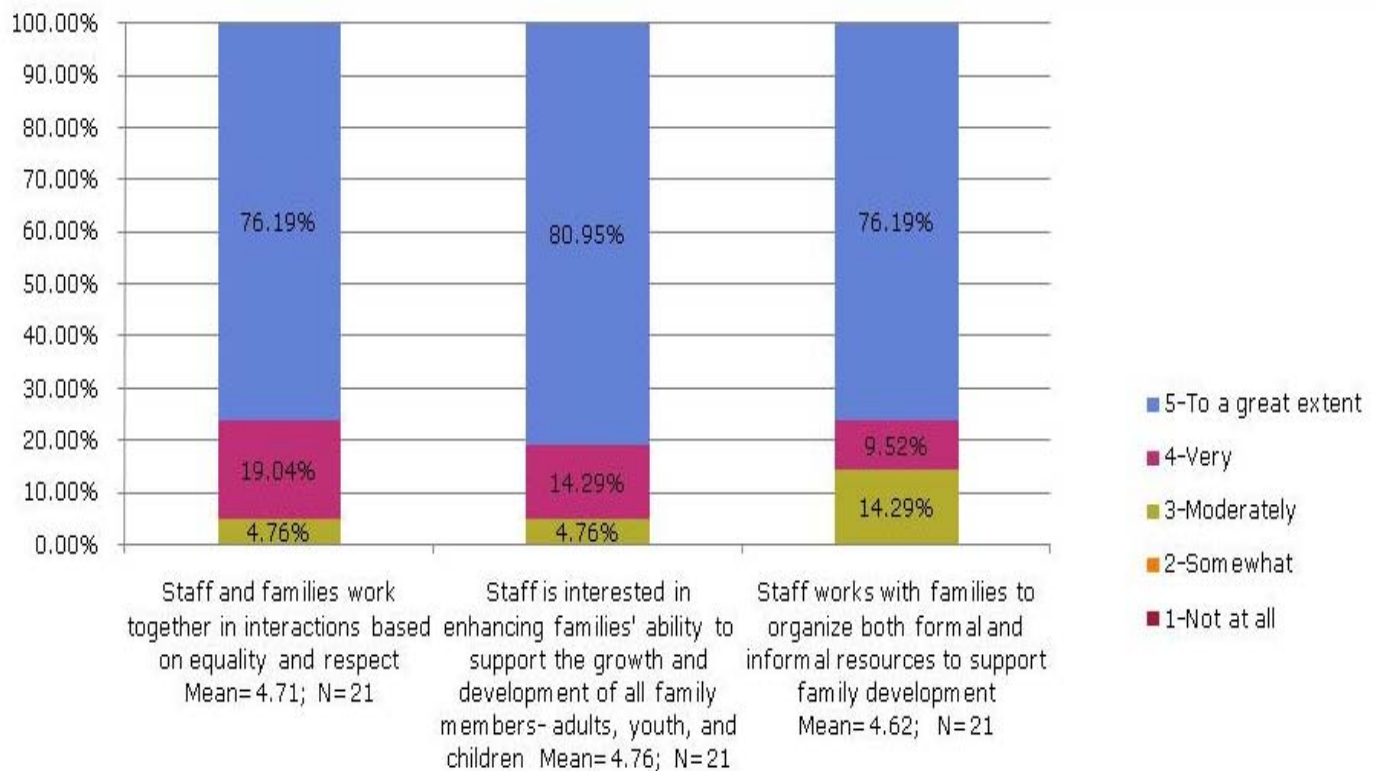
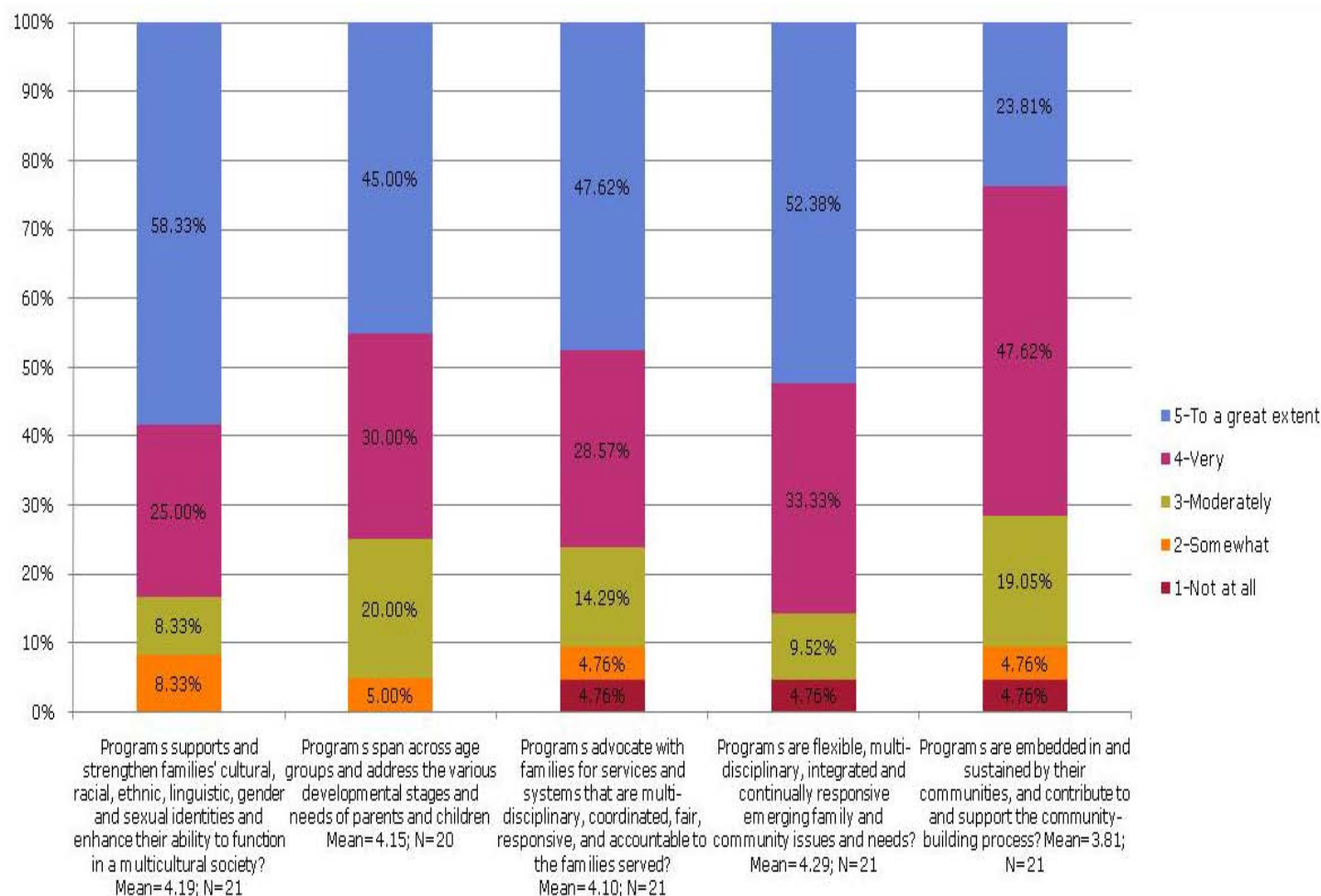


Figure 6. Survey Results: Programming Reflect Family Support Definition and Principles

How well does your program/organization comply with the following:

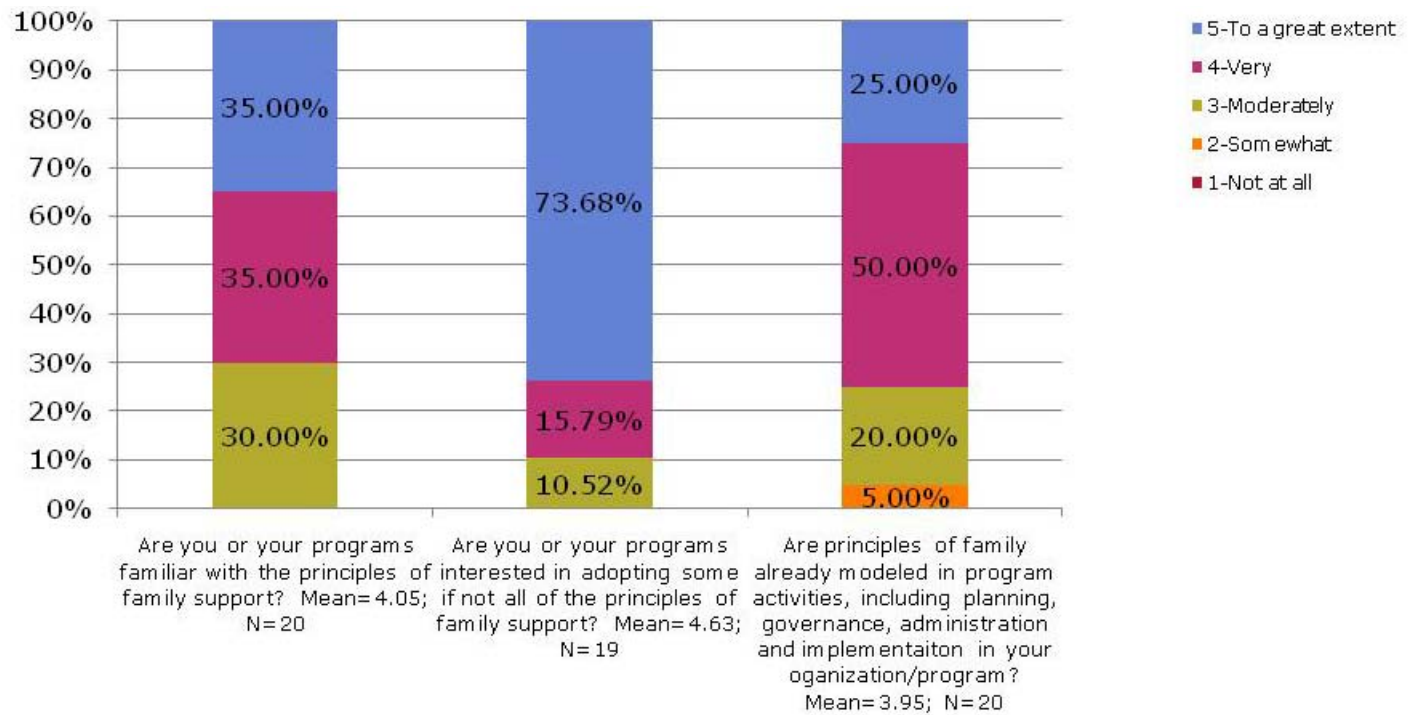


Familiarity with Principles of Family Support

Survey respondents used a five point scale (1=Not at all, 5= To a great extent) to express the extent to which they were familiar with the proposed principles of family support. Overall, respondents were familiar with the principles of family support with at least 35% of respondents indicated they were very familiar with the principles of family support and an additional 35% identified they were familiar to a great extent.

Respondents were also asked on whether they were interested in adopting some if not all of the principles and if heir program already modeled these principles in program activities, including planning, governance, administration and implementation of programming. 73.68% of respondents indicated that they were interested in adopting these principles to a great extent and 50% indicated that these principles were already modeled in program activities.

Figure 7. Survey Results: Familiarity with Principles of Family Support
To what extent:

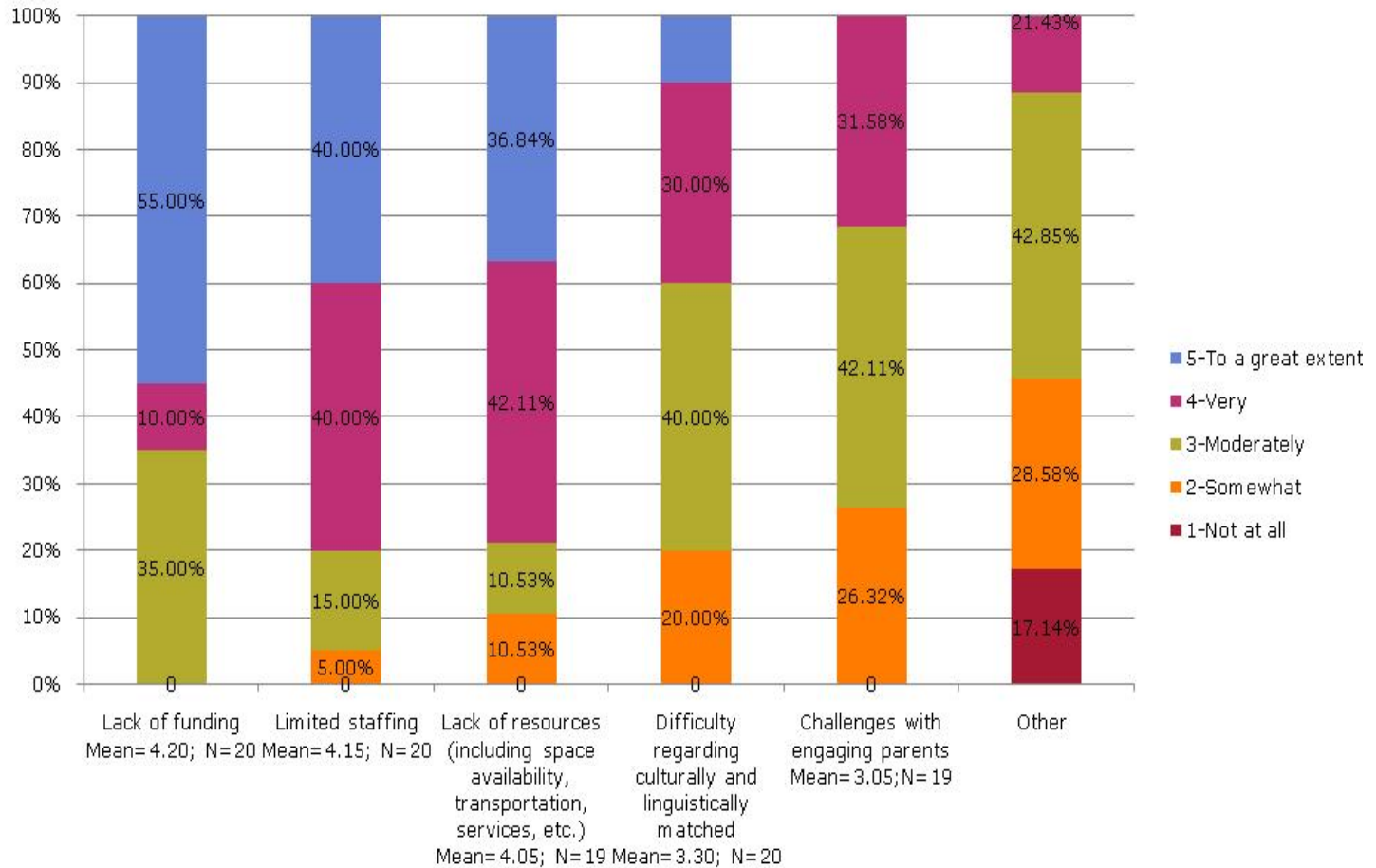


Challenges and Help Putting into Practice Principles of Family Support

Respondents identified that lack of funding would be the biggest challenge (55%- to a great extent) in putting into practice the principles of family support. Lack of resources were also identified as a challenge (50%-very) in putting into practice these principles. Limited staffing (40%) and cultural and linguistic barriers (42.11%) were also identified as major challenges in putting into practices the principles of family support.

Figure 8. Survey Results: Challenges Putting into Practice Principles of Family Support

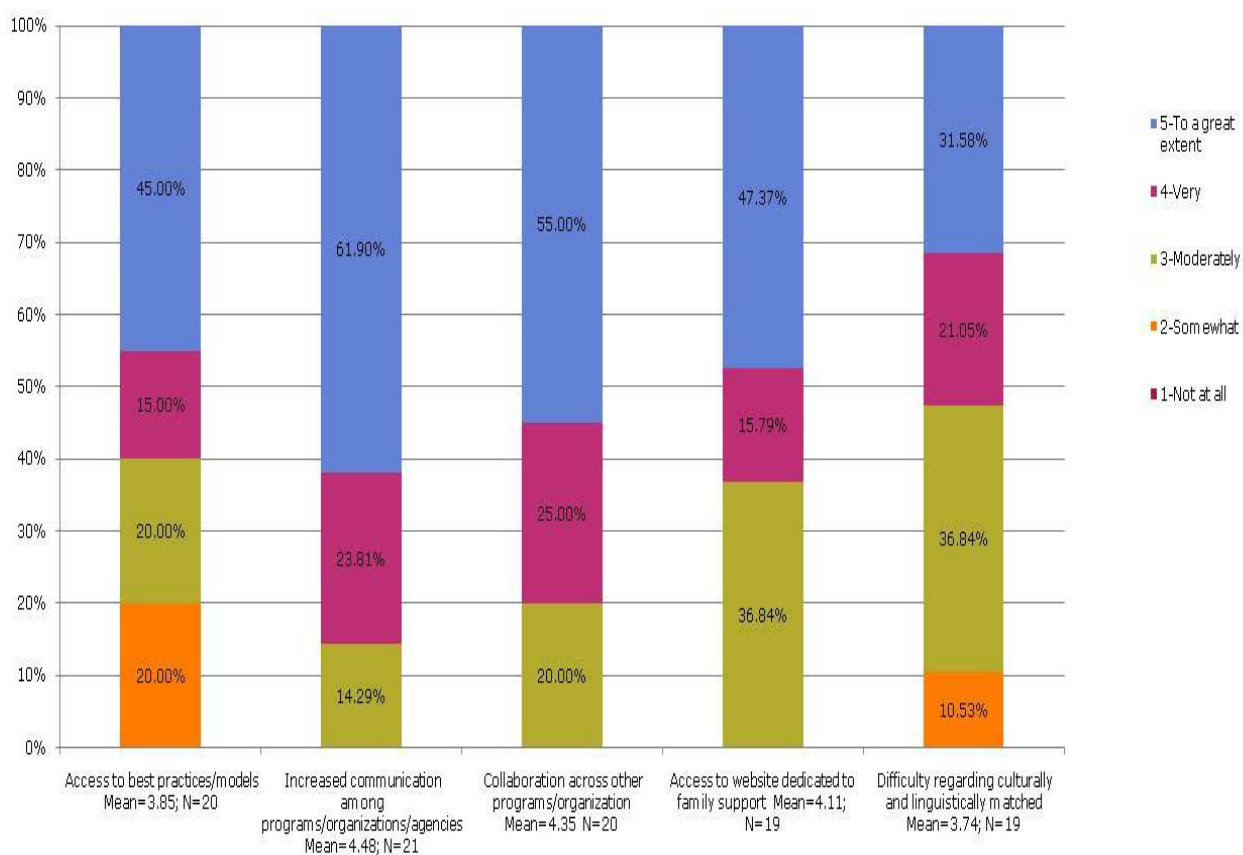
To what extent are the following major challenges in putting into practice the principles of family support?



Survey respondents identified key factors that would be helpful in putting into practice the principles of family support. 61.90% of respondents identified that increased communication to a great extent would be helpful in putting into practice the principles of family support. 55% of respondents identified that collaboration across other programs would be helpful to a great extent while 47.37% identified access to a website dedicated to family support would also to a great extent be helpful in implementing the principles of family support.

Figure 9. Survey Results: Helpful tools in Putting into Practice the Principles of Family Support

To what extent would the following be helpful in putting into practice the principles of family support?



FOCUS GROUP FINDINGS

Participants were asked to provide feedback in the form of focus groups. Several themes emerged from the responses: participants in general felt that the definition and several of the principles resonated with their work. Following are responses presented by general theme:

Family Support Definition

- *Implied reference to age groups, but possibly be more explicit when referring to caring for senior members of the community.*
- *Include grandparents when defining family.*

- *The definition looks about right.*
- *Everything that I have read here [in definition] we have been doing for the last 15 years.*
- *Incorporating focus across all age groups and all types of family resonated that includes even emancipated youth. Family is more than just mother, father child not just biological*
- *Multidisciplinary important to include.*

General Principles that Resonated

- *Programs are flexible, multi-disciplinary*
- *Staff enhances families' capacity to support the growth and development of all family members....*
- *The respect piece*
- *Programs are flexible, multidisciplinary, integrated, and continually responsive to emerging family and community issues.*
- *Families are resources to their own members, to other families, to programs, and to communities.*
- *Programs affirm and strengthen families' cultural, racial, ethnic, linguistic...*
- *Programs are fair and accountable*

Similarities and Differences

All three Focus Groups noted the importance of programs being flexible and multidisciplinary and that programs affirm the families' cultural identity. As expected, there were nuances in each community reflected by the principles they most readily spoke about as integral to their program work.

San Antonio Specific

Participants clearly felt that the principles directed toward self-advocacy and community sustainability were more applicable to their geographic focus area. In addition to the principles listed above, the following two additional principles resonated:

- *Families are resources to their own members, to other families, to programs, and to communities.*
- *Programs are embedded in and sustained by their communities, and contribute to and support the community-building process.*

West Oakland Specific

Principles that referred more specifically to developing the growth of the family and focused on the issue of respect were identified. These included:

- *Staff and families work together in relationships based on equality and respect.*
- *Staff enhances families' capacity to support the growth and development of all family members- adults, youth, and children*

Key Principles

Programs affirm and strengthen families' cultural, racial, ethnic, linguistic, gender and sexual identities and enhance their ability to function in a multicultural society.

Programs are flexible, multi-disciplinary, integrated and continually responsive to emerging family and community issues and needs.

- Programs advocate with families for services and systems that are multi-disciplinary, coordinated, fair, responsive, and accountable to the families served.

East Oakland

Principles that were identified as most important to this community of practitioners included:

- Programs affirm and strengthened families' cultural, racial, ethnic, linguistic, gender and sexual identities and enhance their ability to function in a multicultural society.
- Programs are flexible, multidisciplinary, integrated and continually responsive to emerging family and community issues and needs.
- Principles of family support are modeled in all program activities, including planning, governance, administration and implementation.

Participants mentioned that support services are embedded in the community and that staff works with families to mobilize both formal and informal resources. In East Oakland, participants referenced that *programs were embedded in and sustained by the communities and contribute to and support the community-building process. Programs work with families "to create family partnerships and agreements"*.

Of all three focus groups, East Oakland focused on continuing the conversation past the focus group and working toward building partnerships across organizations and a "commitment to stay connected".

Missing from Principles

The following elements were identified as missing from the current set of principles and were mentioned several times in both focus groups:

- Empowerment: Families have control, families have to believe to be empowered
- Self-Esteem
- Hope/**Self-Advocacy**-hope, empowerment, choice. Hopeful to make better decisions.
"When you feel hopeful, you feel empowered. You feel like you have choice...hope drives empowerment."
- Community organizing component, collaboration and hope.
- Evaluation:
"When I think of evaluation there has to be some established benchmarks to tell us we're going good, bad, ugly or indifferent."
- Empowering the community and help them understand how the system works

Challenges in Implementing Principles

In the West Oakland focus group, following principle was identified as being difficult to implement.

- Programs are embedded in and sustained by their communities, and contribute to and support the community-building process.

One participant noted, "I'm not sure if we're building community... when I think of community building, I do think of something that's happening that's sustained over a period of time. Maybe not 100

percent of the folks, but a large percentage of folks will get it and will move on up and out of the system, but I'm thinking that some of the folks we serve it's multigenerational.

In East Oakland participants stated that it is challenging to focus on flexibility within the constraints of funding.

Participants mentioned: "In terms of skill building to be multidisciplinary and integrated is more than a notion, a challenge. You have to be masterful to have multiple funding streams that are restrictive and be flexible"

Other issues identified as challenges in implementing the principles included:

- *Limitations of language of staff.*
- *Retention holding on to people that would be helpful to the community.*
- *Collecting data-Evaluation tools*
- *Having partnerships with systems that may not be so successful (OUSD)*
- *Evaluation tools*
- *Time and prioritizing what is important versus what clients may want. (East Oakland)*
- *"Time and organization in a demanding job where you need to go in the direction and the positive flow and energy to advocate"*

Lack of resources and finding cultural competent staff were identified as challenges to implementing the principles of family support by both focus groups. Responses include:

- *Funding in current economic climate.*
- *Funding impacts our partnerships.*
- *We also know that to run a really quality program means constant reflection on practice, and we don't always have the time and equity to really pay staff, maintain staff... value the work that we're trying with that staff to have that reflection period*

Additional challenges included:

- *Changes in population: "The population changed, so also we need to change" (SA)*
- *Evaluation done in a dignified way to respect families and communities served.*