

A photograph of a family in a field of tall, golden-brown grasses. A man in a denim jacket and dark pants is lifting a young girl in a white dress and yellow boots. A woman in a denim jacket and a floral skirt stands next to him, smiling. The background is a soft-focus landscape with a body of water and trees under a bright sky.

S.W.O.T ANALYSIS AND ENVIRONMENTAL SCAN

2023

Acknowledgements

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Expertise and insights shared by FCFC members, parent representatives, and families who have received FCFC services through their participation in surveys and interviews has been essential in shaping the depth of this report and its valuable insights.

Contents

Executive Summary.....	3
OFCF and FCFC S.W.O.T. Analysis	6
S.W.O.T Summary	9
Appendix A. Statewide Assessment of FCFCs’ Structures and Operations.....	14
Overview of FCFC Coordinator/Director Experience and Roles Across FCFCs.....	14
Variation in Staffing and Service Capacity Across FCFCs	19
Council Member Engagement Across FCFCs.....	22
Revenue Streams and Pooled Funding Across FCFCs	25
FCFCs’ Onboarding and Succession Planning.....	29
Appendix B. Internal Stakeholder Experiences Working with FCFC/OFCF	31
FCFC Coordinator/Director Experience	31
Internal Stakeholder Experiences.....	34
Most Effective FCFC Partnerships Identified by Internal Stakeholders.....	41
Barriers/Challenges Identified by Internal FCFC Stakeholders.....	44
Additional Needs Identified by Internal FCFC Stakeholders	48
Appendix C. Parents’ and Young Adults’ Experience with their FCFC	50
Parents/Young Adults Share in Decision-Making for Services Received	52
Some Parents/Young Adults Have a Clear Understanding of FCFC, Some Need a Refresher	52
Needs Related to Service Coordination Identified by Parents/Young Adults.....	53

Executive Summary

Ohio Family and Children First (OFCF) is a partnership of state and local government, communities and families that enhances the well-being of Ohio's children and families by building community capacity, coordinating systems and services, and engaging families. OFCF's vision is for every child and family to thrive and succeed within healthy communities.¹

Data-Driven Strategic Planning Approach

OFCF leadership desires to develop a strategic plan. As part of the strategic planning process, OFCF is committed to data-driven decision-making to increase the effectiveness of services to Family and Children First Councils (FCFCs) and the community members they serve. The following report summarizes qualitative and quantitative data designed to assist OFCF and FCFCs in making strategic decisions to further their mission.

In preparation for this strategic planning process, OFCF contracted a third-party research firm, Measurement Resources Company (MRC), to conduct a state-level environmental scan and S.W.O.T. analysis of FCFCs. OFCF also plans to share the results of this report with state and local sister agencies to identify opportunities for increased cross-system collaboration.

Requirements for Advancing Organizational Development

Increased impact, efficiency, and effectiveness require strategic changes and a move away from the status quo to create new patterns of behavior and activities designed to reach the new objectives and outcomes. For any change initiative to be successful, three crucial elements must be considered: dissatisfaction, vision, and the first steps toward change. To achieve significant organizational change, all three must be present.

The well-known formula in Richard Beckhard's book, *Organization Development: Strategies and Models*,² outlines the essential elements that result in change:

$$\text{Change} = D \times V \times F > R$$

This model, often called Gleicher's Formula, provides a way to assess the relative strengths affecting the likely success of organizational change efforts. The formula suggests that, for successful change to occur, dissatisfaction with the current state (D), a desired future vision (V), and the concrete first steps (F) must be stronger than the natural resistance to change (R). Dissatisfaction, vision, and first steps must be combined to overcome the natural resistance to change if organizational and system change is to occur. If any of these three ingredients is absent or present in a weakened state, resistance to change will dominate, and change will not occur. An assessment of the current state of an organization is a powerful way to "unfreeze" the situation and start to move toward dissatisfaction with current realities and toward a future vision.

A review of existing FCFC data, stakeholder interviews, and stakeholder surveys were used to create this report. **This report is designed to assess the current state of OFCF and FCFCs, providing a guiding document of data that OFCF can use to identify dissatisfaction with the current data, to help OFCF leadership and stakeholders develop a future vision, and to plan for increased organizational capacity and effectiveness.**

¹ <https://fcf.ohio.gov/about/about>

² Beckhard, R. (1969) *Organization Development: Strategies and Models*. Reading, MA: Addison-Wesley.

Methods

Data collection plan and tools for this effort were co-developed by Measurement Resources Company (MRC) and Ohio Family and Children First, with data collection occurring from March to July 2023. The recommendations and findings outlined in this report are made from three data sources:

In-depth Interviews: OFCF developed a sample of FCFCs to participate in interviews by randomly selecting 15 counties based on counties' total population: five FCFCs in small counties (total population of less than 50,000), five in medium-sized counties (total population of 50,001 – 100,000), and five in large counties (total population of 100,001 or more). FCFCs were provided the option to opt out of participating, and participating FCFCs received a grant incentive for time spent participating in surveys/interviews. These dollars were also used by FCFCs to provide incentives to parents/young adults who agreed to be interviewed.

About seven stakeholders from each selected county were interviewed, totaling 102 interviews. Table 1 demonstrates the range of stakeholders who were interviewed. One-on-one interviews were conducted telephonically or virtually for all seven stakeholder groups. Interviews for the FCFC Coordinators/Directors, administrative agents, council chairs, and other mandated council members lasted between 30 minutes to one hour. Interviews with parents or young adults who have received FCFC services lasted about 20 to 30 minutes.

Table 1. FCFC Interview Informants

Stakeholder Group	Number Interviewed
1. FCFC Coordinator/Director	15
2. Administrative Agent	15
3. Council Chair(s)	15
4. Other Council Members (mandated and discretionary)	15
5. Non-council Partners/Agencies and FCFC Staff/Subcontractors	15
6. Parents/Young Adults who have received FCFC services	27

Statewide FCFC Coordinator/Director Survey: Conducted online, survey questions were designed to provide complimentary, quantitative data to the environmental scan's interview data. This online survey asked questions related to the organizational structure/practices of FCFCs and experiences/perceptions of their FCFC and OFCF overall. All 88 FCFCs were invited to participate in this survey.

FCFC Coordinator/Director Survey Respondents

- 81 total respondents, from 81 of 88 Ohio counties.
- FCFC Coordinators/Directors reported a median tenure of 3 years, ranging from 0 years to 25 years.

Statewide FCFC Member and Staff Survey: Conducted online, survey questions were designed to provide complimentary, quantitative data to the environmental scan's interview data. This online survey asked questions related to needs/challenges their FCFC faces and experiences/perceptions of their FCFC and OFCF overall. Council members and FCFC staff from all 88 FCFCs were invited to participate in this survey.

FCFC Member Survey Respondents

- 586 total council member respondents, from 84 out of 88 Ohio counties.
- Council members reported a median tenure of 5 years, ranging from 0 years to 33 years.

FCFC Staff Survey Respondents

- 115 total FCFC staff respondents, from 45 different Ohio counties.
- FCFC staff reported a median tenure of 3 years, ranging from 0 years to 28 years.

Data Synthesis

All data sources were used to answer three broad questions to assist OFCF in their upcoming strategic planning process.

1. What is Family and Children First Councils' (FCFC) current landscape and state of operations (e.g., organizational structure, culture, human resources, primary focuses, funds)?
2. How do perceptions and experiences vary between counties with relatively smaller populations (e.g., rural) and more populous counties (e.g., suburban, urban)?
3. What are the current strengths, weaknesses, opportunities, and threats (S.W.O.T.) OFCF leadership needs to face in their planning?

Analyses were conducted at the state level (across counties) and by total county population size. Analysis by population size is done to assess the extent to which councils' strengths and challenges vary due to resources and services locally available. Counties are classified according to the below:

Small county: population of 50,000 or less, representing rural areas.

Medium county: population of 50,001 to 100,000, representing more rural and suburban areas.

Large county: population of 100,001 or more, representing more urban and suburban areas.

Qualitative interview and survey data was content coded for emergent themes related to the above questions and to the below 14 constructs identified as priorities by OFCF:

- | | | |
|------------------------------|---|------------------------|
| 1. Organizational Culture | 6. FCFC Strongest Partners | 11. Strategic Planning |
| 2. Human Resources | 7. Funding/Funders | 12. Outcomes |
| 3. Organizational Structure | 8. Opportunities for Partnerships | 13. Barriers |
| 4. Primary Focus | 9. Missed Opportunities | 14. Emerging Issues |
| 5. Partnership/Relationships | 10. Experiences of those served by FCFC | |

OFCF and FCFC S.W.O.T. Analysis

Survey and interview data was also synthesized using a S.W.O.T. framework. Strengths (S) and Weaknesses (W) are internal factors over which OFCF and FCFCs have some measure of control. Opportunities (O) and Threats (T) are external factors over which OFCF and FCFCs do not have direct control, at least not as a single council or agency. The purpose of the S.W.O.T. analysis is to identify strategies that will create a strategic plan and operational model that best aligns OFCF/FCFC resources and capabilities to the environment in which OFCF and FCFCs operate.

The S.W.O.T. analysis is the foundation for evaluating the internal potential and limitations of the department, and likely external opportunities and threats. It views positive and negative factors inside and outside OFCF that may affect success.

An overview of the four factors (Strengths, Weaknesses, Opportunities, and Threats) is given below.

Strengths – Strengths are the internal qualities that enable OFCF and FCFCs to accomplish the agency’s mission. These are the basis on which success can be made and sustained. Strengths can be either tangible (e.g., funding) or intangible (e.g., knowledge).

Weaknesses – Weaknesses are the internal factors that prevent OFCF and FCFCs from fully accomplishing their mission. These weaknesses deteriorate the agency’s success and growth.

Opportunities – Opportunities are external to OFCF and can be leveraged by OFCF and FCFCs to overcome internal weaknesses, mitigate the impact of external threats, and/or advance/sustain current strengths.

Threats – Threats arise when conditions in OFCF’s external environment jeopardize the reliability and success of the agency’s efforts and are out of the control of OFCF and FCFCs. OFCF’s vulnerability is compounded when external threats align with OFCF’s internal weaknesses. When a threat comes, OFCF’s stability and survival can be at stake.

On the next page is a table representation of the OFCF’s S.W.O.T. analysis. Data informing each strength, weakness, opportunity, and threat listed in Table 2 can be found in the appendices of this report.

IMPORTANT: *The order in which S.W.O.T items in Table 2 are listed is not reflective of any order of importance, significance, or weight.*

Table 2. OFCF S.W.O.T. Summary Table

Strengths	Weakness
<p>FCFC Staff and Council Member Job/Role Satisfaction</p> <ul style="list-style-type: none"> 81% of FCFC Coordinators/Directors find their work personally rewarding (Figure B1) 94% of FCFC Coordinators/Directors reported that they want to remain in their position for at least another year, 89% will likely remain for the next three years (Figure B2) 94% of FCFC staff agreed they like the work they do, and 86% agreed they have the tools/information they need (Figure B10) 91% of FCFC Coordinators/Directors and council members agree their input is valued by the council (Figure B9) <p>Overall Positive Perceptions of OFCF Management</p> <ul style="list-style-type: none"> Most FCFC Coordinators/Directors find OFCF meetings, visits, fiscal forums, and reporting tools useful (Figure B5) Most FCFC Coordinators/Directors agree that they are comfortable sharing concerns with OFCF staff and that OFCF staff keep FCFCs informed (Figure B6) <p>Effective Attributes of the OFCF/FCFC Model</p> <ul style="list-style-type: none"> 80% of FCFC stakeholders rate the overall effectiveness of their local FCFC as very good or excellent (Figure B7) 88% of FCFC stakeholders agree member agencies of their local FCFC are willing to contribute resources (Figure B8) FCFC mandate brings major service providers together, collaborating on a consistent basis (interviews/survey data) FCFC mandates the decision makers of agencies meet, and council members know the details of service eligibility, availability, and budgetary needs (interviews) FCFCs value the freedom to conduct day-to-day work based on local needs and that the mandate regularly brings agencies together (interviews) 74% of internal FCFC stakeholders agreed that they learn more about services available to youth/families through their FCFC partnerships than they do through other coalitions (Figure B9) Locally pooled funds, when available, are used to offer competitive staff salaries, bridge service costs while waiting for funding to be released, and grounds the priorities of FCFC services to the needs of local communities (interviews) No matter county size, most FCFC Coordinators/Directors are experienced and educated (Figure A3, Table A3) <p>Cross-County Collaborations and Best Practices</p> <ul style="list-style-type: none"> Most often in smaller population counties, some council members are part of more than one FCFC, which allows for more easily sharing best practices and leveraging service availability across neighboring counties (interviews) At least one county has a formalized succession plan for the FCFC Coordinator/Director position, which could be shared 	<p>FCFC Coordinator/Director Turnover and Lower Pay Satisfaction</p> <ul style="list-style-type: none"> FCFC Coordinator/Director turnover is disruptive to services. Onboarding requires time due to ongoing teachings of monthly/quarterly/annual processes (interviews) FCFC Coordinator/Directors' most common reasons for likely leaving their position are dissatisfaction with pay, compassion fatigue, and high workloads (Figure B4) 51% of FCFC Coordinators/Directors are dissatisfied with their pay, with FCFC Coordinators/Directors in larger counties more likely to be satisfied with their pay than smaller counties (Figure B3) FCFC Coordinators/Directors in smaller counties are 2.5 times more likely to be employed as part-time compared to those in medium and larger counties (Table A2) <p>Communication Needs between FCFC Coordinators/Directors and OFCF Staff</p> <ul style="list-style-type: none"> FCFC Coordinators/Directors in smaller FCFCs have lower pay relative to peers, despite having near the same responsibilities (Figure B3) 10% of FCFC Coordinators/Directors are not comfortable sharing concerns with OFCF staff due to perception that OFCF can be too top-down (Figure B6, Table B1) 13% of FCFC Coordinators/Directors report that they do not have the information they need from OFCF staff due to perceptions that OFCF 'guards' certain details and that response time to questions can be long (Figure B6, Table B1) <p>Some FCFC Staff Perceive Workloads as Too High</p> <ul style="list-style-type: none"> 12% of FCFC staff perceive a need for more staff and 5% reported a need for better distribution of workloads (Figure B10). 36% of FCFCs are operating with only part-time staff; a disproportionate number of those are smaller counties (Table A5) <p>Challenges Related to the OFCF/FCFC Model</p> <ul style="list-style-type: none"> 25% of FCFCs do not have a pooled fund (Figure A7) 34% of FCFC Coordinators/Directors reported all mandated members attend monthly meetings never, rarely, or only sometimes, which can

Strengths	Weakness
<p>and adapted/replicated by other counties (interviews)</p> <ul style="list-style-type: none"> • “The Association” is an effective network (interviews) • Many counties have been successful in establishing pooled funds, which is also an opportunity for sharing their strategies with counties without pooled funds (interviews) <p>Perceptions of Positive Impact on Youth/Families</p> <ul style="list-style-type: none"> • 72% of internal FCFC stakeholders agree Youth/Families receive services faster through FCFC Service Coordination than through other navigator services in their county (Figure B8) • 100% of interviewed parents/young adults are highly likely to recommend the FCFC to others (Appendix C) • 100% of interviewed parents/young adults felt/feel seen and heard by FCFC staff (Appendix C) • 96% of interviewed parents/young adults know who to call to restart FCFC services if needed (Appendix C) • 100% of interviewed parents/young adults felt involved in the service plan decision-making process (Appendix C) 	<p>make reaching a quorum difficult (Figure A5, interviews)</p> <ul style="list-style-type: none"> • FCFC funding streams drive the reporting of outputs data (not <i>outcomes</i> data) (interviews) • FCFCs have the desire to track and report outcome/impact data, but lack the funds and staff to implement a measurement framework (interviews)
Opportunities	Threats
<ul style="list-style-type: none"> • OhioRISE aims to increase availability of more intensive services (in-state and out-of-state) • OASCIS is up and running, which is a shared platform to begin collecting more consistent statewide data • Funds available to FCFCs for service coordination expenses has doubled with latest state budget; these funds can also be used for time spent tracking and reporting outputs and outcomes data • OFCF is well positioned to help FCFCs communicate the return-on-investment in engaging with FCFCs and/or investing in pooled funds to service local children/families. • Ohio Mental Health and Addiction Services recently conducted a study to inform how to best invest in behavioral health workforce pipeline in the state 	<p>Limited Funds Budgeted by State for FCFCs</p> <ul style="list-style-type: none"> • Perception among FCFC stakeholders that OFCF mandates more work to be done than funds are provided by the state (interviews) • Funds provided to FCFCs are not enough to offer competitive staff salary to recruit/retain qualified staff (interviews) • Lack of funds means more time spent grant writing to pay for wages, rather than providing services (interviews) <p>Systemwide Shortage of Service Availability</p> <ul style="list-style-type: none"> • Long waitlists for needed services, and limited-to-no respite service options (Table B6) • Limited funding to hire additional staff, to pay for full-time positions, and that funding is inconsistent or not easily accessible (Table B6) • Staffing issues in service agencies related to high turnover, unqualified staff, and the overall workforce shortages in the region (Table B6) • Increasing children/families in need (Table B6) <p>OhioRISE Implementation</p> <ul style="list-style-type: none"> • OhioRISE has caused confusion/frustration among FCFCs (Table B6) • Local social service/behavioral health care providers compete with OhioRISE for employees

S.W.O.T Summary

Strengths

Job Satisfaction

There are high rates of job satisfaction among FCFC Coordinators/Directors, council members, and FCFC staff. Having a personal sense of satisfaction from the work one does is a key indicator of job satisfaction and job retention.

FCFC Coordinators/Directors reported enjoying their work because they have a positive impact on their community, and they can apply their skills and background (Figure B1). Ninety-four percent of FCFC Coordinators/Directors reported that they want to remain in their position for at least another year, and 89% reported they are likely to want to be the FCFC Coordinator/Director for at least the next three years (Figure B2). This is a significant strength given that interviewees identified FCFC Coordinator/Director turnover as challenging and disruptive to the council's work.

Ninety-one percent of FCFC council members feel their input is valued by their council (Figure B9). Ninety-four percent of FCFC staff agreed they like the work they do, and about 86% of FCFC staff agreed they have the tools and information they need to do their work well and efficiently (Figure B10).

OFCF staff are providing FCFCs with meetings, visits, fiscal forums, reporting tools, and other communications that are useful and OFCF staff are building positive relationships with FCFCs. Seventy-eight percent of FCFC Coordinators/Directors agree that they are comfortable sharing concerns with OFCF staff and 76% agree that OFCF staff keep FCFCs informed (Figure B5, Figure B6).

FCFC Impact

Overall, FCFC internal stakeholders perceive that their councils provide quality and effective service. FCFC Coordinators/Directors, council members, and FCFC staff believe in the work that they do, with 80% rating the effectiveness and overall quality of their local FCFCs as very good or excellent (Figure B7). FCFC stakeholders agree that their council makes decisions in the best interest of the youth they serve. Council members and FCFC staff also have positive perceptions of their FCFC partners, with 88% agreeing that member agencies of their local FCFC are willing to contribute resources to FCFC youth and families (Figure B8).

Interviewed parents and young adults are highly likely to recommend the FCFC Service Coordination to their friends and families due to the quality and helpfulness of FCFC services they experienced (Table C1). Parents and young adults also most frequently reported increased access to services due to being with FCFC and FCFC's reliability, knowledge, and empathy is what they value most about FCFC (Table C2). A parent said, "[FCFC] knows the system well enough to know which resources to pursue and which not to pursue." Parents and young adults felt seen and heard by FCFC staff because they felt FCFC staff kept families' best interests in mind, were empathetic, responsive, and easy to talk to (Table C3).

The FCFC Model

No matter their tenure or county size, most FCFC Coordinators/Directors are experienced and educated. Eighty-two percent of FCFC Coordinators/Directors reported having at least one college degree (Figure A3), with a median of 8 to 14 years' experience in Service Coordination, social services, or a related field, across county size (Table A4). However, among each county size there are also FCFC Coordinators/Directors that reported no, or little previous experience.

Common among interview and survey data was the sense that one of FCFCs' greatest value was that the FCFC mandate provides local FCFCs with autonomy, and mandates that providers meet and collaborate on a consistent basis. Furthermore, the collaboration is effective and timely because council members are decision makers in their respective agencies, and thus often know complex details of service eligibility, availability, and budgetary needs. In fact, 74% of internal stakeholders agreed that they learn more about services available to youth/families through their FCFC partnerships than they do through other coalitions (Figure B9).

Council members across the state experience mutually impactful relationships with members of their local FCFC, each centered around providing the best services they can to their communities (Table B2). FCFCs' most cited strengths include: the strong work relationships among council members; the mandated member list and meeting frequency; the importance of having a FCFC Coordinator/Director that is experienced in the local service systems; and the importance of a locally pooled fund to supplement staff salaries and bridge services costs while waiting for the next year's funding to be released (Table B3).

Interview data from interviews with FCFC Coordinators/Directors, council chairs, administrative agents, and other council members highlighted attributes that make for a strong and effective partner agency. These attributes include:

- Are engaged, willing to help where they can, and contribute to problem solving.
- Responsive to questions/needs, even after typical work hours.
- Demonstrate a willingness to share useful information and data.
- Contribute to the FCFC with in-kind funds.
- Contribute to the FCFC's pooled fund.
- Consistently provide referrals.
- Respond to the FCFC's referrals in a timely manner.
- Have positive working relationships with key institutions, like schools and other family service providers.

Weaknesses

Lower Satisfaction with Pay Among FCFC Coordinators/Directors

While most FCFC Coordinators/Directors reported satisfaction from the type of work they do, about half (51%) are less satisfied with their pay, with FCFC Coordinators/Directors in larger counties more likely to be satisfied with their pay than in smaller counties (Figure B3). Among the FCFC Coordinators/Directors who reported they were unlikely or very unlikely to want to remain the FCFC Coordinator/Director for another year or three, the most common reasons for this were dissatisfaction with pay, compassion fatigue, and high workloads (Figure B4).

Contributing to lower job satisfaction, 10% of FCFC Coordinators/Directors reported not being comfortable sharing concerns with OFCF staff due to perception that OFCF can be too top-down (Figure B6, Table B1). Thirteen percent of FCFC Coordinators/Directors reported that they do not have the information they need from OFCF staff due to perceptions that OFCF 'guards' certain details and that response time to questions can be long (Figure B6, Table B1)

FCFC Coordinators/Directors in smaller counties are 2.5 times more likely to be employed as part-time compared to those in medium and larger counties (Table A2). In interviews, council members reported turnover in the FCFC Coordinator/Director position to be one of the greater challenges of an FCFC, citing retirement, an inability to offer competitive pay, and inconsistent work hours as the most common reasons for turnover in the position. Notably, median annual pay of FCFC Coordinators/Directors increases from smaller to larger counties and larger counties are more likely to offer full-time FCFC Coordinator/Director positions than smaller counties (Table A2, Table A3).

Experiences of high workloads

FCFC Coordinators/Directors in smaller FCFCs have lower pay relative to peers, despite having near the same responsibilities (Figure B3). Also, 12% of FCFC staff respondents perceive a need for more staff and 5% reported a need for better distribution of workloads (Figure B10). Thirty-six percent of FCFCs are operating with only part-time staff; a disproportionate number of those are smaller counties. Across the state, only 64% of FCFCs have at least one full-time staff member.

Impact of not having pooled funds

Twenty-five percent of FCFCs reported not having a pooled fund. FCFCs without pooled funds face challenges: they spend more FCFC Coordinator/Director time on grant writing or seeking funds from council members to cover salary needs; with pay being dependent on annual grants, FCFC Coordinators/Directors face job insecurity each year; experience higher turnover in FCFC Coordinator/Director positions; and have lower salaries and benefits to offer, limiting the FCFC's capacity to recruit experienced and qualified FCFC Coordinators/Directors.

Partnerships FCFCs Most Commonly Would Like to See Improved/Created

Thirty-four percent of FCFC Coordinators/Directors reported all mandated members attend monthly meetings never, rarely, or only sometimes, which can make reaching a quorum difficult (Figure A5, interviews). Interview data from interviews with FCFC Coordinators/Directors, council chairs, administrative agents, and other council members highlighted opportunities for additional or improved partnerships. These interviewees most frequently cited a desire for strengthening partnerships with the following institutions/agencies:

- Individual schools and school districts beyond the mandated district
- Hospital systems / clinical healthcare providers
- Private agencies (i.e., unspecified businesses, private agencies, and facilities)
- Faith-based organizations
- Non-profits with services or funding that FCFCs do not have access to themselves
- Health insurance providers
- Agencies within the legal system, like law enforcement and lawyers
- (Some) county commissioners and other local government offices
- Community centers where youth activities are held
- Regional and state partnerships (e.g., unspecified; collaboration with state-wide providers who are trained in dealing with issues that high-needs kids have)
- OhioRISE Care Management Entities (CMEs)
- Local Chamber of Commerce
- Mental healthcare providers

Outcome measurement

FCFCs identified that the most reported data are outputs and that there is a need for supporting FCFCs in identifying impact measures and measurement strategies. Currently, most FCFCs discuss outcomes and impacts when they review service plan cases, but the way in which impacts are discussed/tracked are inconsistent.

Opportunities

While FCFCs have been frustrated with the implementation of OhioRISE, FCFCs are trying to see the silver lining. OhioRISE aims to increase availability of more intensive services, in-state and out-of-state, and therefore FCFCs welcome the potential for increased access to these services.

OFCF has experienced some recent organizational advancements that well-position the agency for successfully meeting strategic goals. First, the fact that OASCIS has been implemented and FCFCs are now onboarded to the system means OFCF is positioned to have more reliable and consistent data across the state. Second, Operations Capacity Building Funds have doubled with the latest state budget. These funds can be used for administrative tasks like time spent tracking and reporting outputs and outcomes data. Third, according to survey and interview results, having a reliable pooled fund supports the stability of an FCFC. OFCF is well positioned to help FCFCs communicate the return-on-investment in engaging with FCFCs and/or investing in pooled funds to service local children/families.

Finally, there is a workforce shortage of youth-serving and behavioral health fields across the state. However, because this issue is impacting all agencies, convening bodies have already begun work to identify and address needs. For example, Ohio Mental Health and Addiction Services recently conducted a study to inform how to best invest in behavioral health workforce pipeline in the state. OFCF, being the convener of so many agencies, is well positioned to contribute to similar work to address workforce pipeline needs.

Threats

The most common barriers identified by FCFC stakeholders were related to external forces, such as (Table B6):

- long waitlists for needed services and limited to no respite service options.
- staffing issues within service providing agencies related to high turnover, unqualified staff, and the overall workforce shortages in the region.
- limited funding to hire additional staff, to pay for full-time positions, and that funding is inconsistent or not easily accessible (the ORC mandate asks for more than it funds).
- the roll-out of OhioRISE has caused confusion in the community and among council members; many FCFC stakeholders perceive OhioRISE to be a duplication of services.
- a lack of member/agency engagement or buy-in in some county FCFCs, which can make reaching a quorum difficult.

Recommendations

Strategic Recommendation #1 Develop an outcomes measurement plan in partnership with FCFCs.

FCFCs recognize that most data they report are outputs (describing what has been done), rather than outcomes (describing how well their services are provided and how individuals are better off because of receiving their services). Work with FCFCs to develop an **outcomes** measurement plan. Key to this plan will be:

- Considering what additional time and resources will be needed by FCFCs to track and report outcomes, and to ensure that FCFCs have the additional funds to meet any additional data reporting activities. An opportunity is for OFCF to ensure that FCFCs know that data tracking/reporting time can be billed to state funding allotted for service coordination activities.
- In co-creating the outcomes measurement plan, FCFCs will be more likely to share a sense of buy-in, understanding where and how the data they report will be used.
- Ensuring outcome measures center the needs of both the state and local FCFCs. This will ensure FCFCs are set up to have an impact story they can share in grant applications and/or when recruiting new partners, and that OFCF has the data they need to continue advocating for maintained or increased budgets year to year.
- Considering how outcomes data can be incorporated into OASCIS.

Strategic Recommendation #2 Work with counties that have successfully developed pooled funds and develop a toolkit for other counties to improve and/or create their pooled funds. Counties with pooled funds reported the importance of those unrestricted dollars to hiring/retaining staff and in addressing the needs of children/families. OFCF is also well positioned to support FCFCs by developing cases for support that communicate the ‘return-on-investment’ of supporting local FCFCs in language that speaks to county commissioners, school districts, and other county agencies.

This report also identified a need for supporting FCFCs in engaging youth-serving mandated members, like school districts and departments of youth services. OFCF could work at the corresponding state level with departments that oversee county agencies.

Strategic Recommendation #3 Continue to support FCFCs’ in working though how to best move forward with, and in collaboration with, OhioRISE.

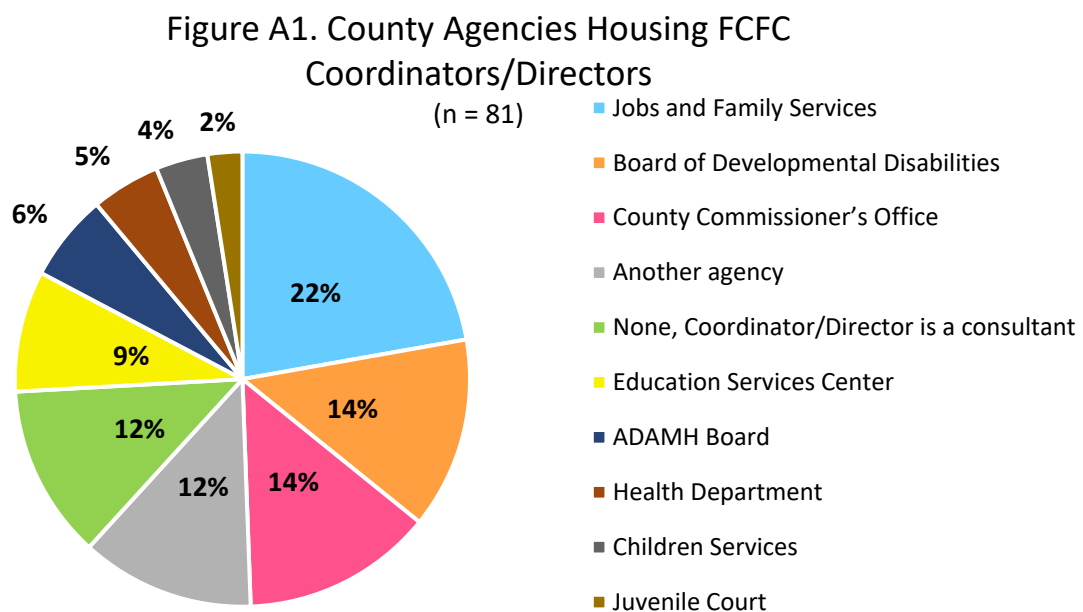
While some FCFCs expressed frustration and disappointment with how OhioRISE was introduced, FCFCs are recognizing that there is need for finding a way forward. OFCF staff can continue to support FCFCs in troubleshooting their partnerships with CMEs; some FCFCs have poorer relations with the CMEs that serve their counties. There is an opportunity for helping FCFCs mediate these relationships so that more collaborative partnerships can be built. Key to this process will be continued transparency in what decisions are being discussed at the state level.

Appendix A. Statewide Assessment of FCFCs' Structures and Operations

Overview of FCFC Coordinator/Director Experience and Roles Across FCFCs

FCFC Coordinators/Directors are Housed in a Range of County Agencies

Surveyed FCFC Coordinators/Directors were asked by which agency the county's FCFC Coordinator/Director is employed. Figure A1 shows that most are employed by Jobs and Family Services (22.2%), the Board of Developmental Disabilities (13.6%), and the County Commissioner's Office (13.6%). Those who reported "another agency" were employed by other local agencies such as school districts or the local Community Shelter Board.



FCFC Coordinators/Directors in Larger Counties Have Longer Tenures and Higher Wages

FCFC Coordinator/Director survey results show that most have held their current positions for two to five years, with FCFC Coordinators/Directors in larger counties more likely to report longer tenures than smaller counties (Table A1). However, years in the position range from zero to 25 years across all counties, with 61% of all the FCFC Coordinator/Director survey respondents being in the position two years or fewer.

FCFC Coordinators/Directors in smaller counties are 2.5 times more likely to be employed as part-time compared to those in medium and larger counties (Table A2). Notably, pay rates among FCFC Coordinators/Directors across the state are inconsistent, ranging from \$18/hour to \$58/hour among survey respondents who shared their wage amounts. The median annual pay of FCFC Coordinators/Directors working at least 40 hours a week in their position is \$62,200 (Table A2, Table A3).

In interviews, council members reported turnover in the FCFC Coordinator/Director position to be one of the greater challenges of an FCFC, citing retirement of long-standing FCFC Coordinators/Directors and an inability to offer competitive pay to recruit new, skilled FCFC Coordinators/Directors as reasons for why turnover in this key position is so disruptive to operations. Some FCFC Coordinators/Directors reported that, while it is not required, they are working on FCFC tasks outside of typical work hours. This inconsistent work schedule was cited as another reason for turnover in the FCFC Coordinator/Director position.

Table A1. Number of Years in Current FCFC Coordinator/Director Position by County Size (FCFC Coordinator/Director Survey)

Years in Current FCFC Coordinator/Director Position	County Size			
	All Counties (n = 76)	Small (n = 36)	Medium (n = 17)	Large (n = 23)
Median Number of Years	3 years	2 years	2 years	5 years
Range of Number of Years Experience (Minimum – Maximum)	0 years – 25 years	0 years – 25 years	1 year – 24 years	0 years – 24 years

Table A2. Percent of FCFC Full-Time and Part-Time Coordinators/Directors by County Size (FCFC Coordinator/Director Survey)

FCFC Coordinator/Director Position Type	County Size			
	All Counties (n = 80)	Small (n = 37)	Medium (n = 18)	Large (n = 25)
Full-time (40+ hours/week)	57%	35%	72%	76%
Part-time	43%	65%	28%	24%

Table A3. FCFC Coordinators’/Directors’ Self-Reported Annual Pay (FCFC Coordinator/Director Survey)

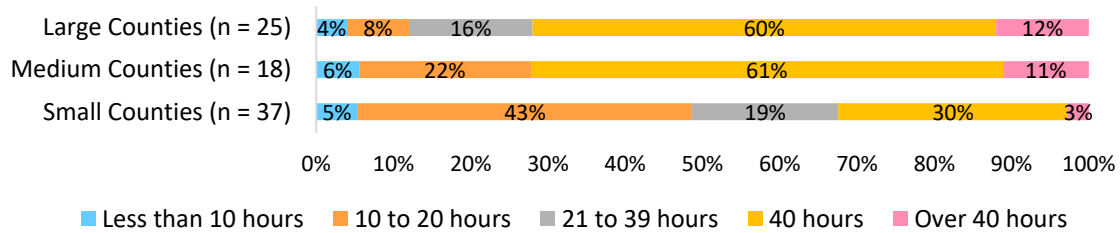
FCFC Coordinator/Director Pay	All FCFC Coordinators/Directors (n = 53)	FCFC Coordinators/Directors Working at Least 40 Hours Per Week (n = 34)	FCFC Coordinators/Directors Working Less Than 40 Hours Per Week (10 to 28 hours per week) (n = 19)
Median Annual Pay	\$50,000	\$62,200	\$25,000
Minimum Annual Pay	-	\$37,000	\$15,000
Maximum Annual Pay	-	\$121,450	\$66,000
Median Pay Per Hour	\$27	\$30	\$24
Minimum Pay Per Hour	\$18	-	-
Maximum Pay Per Hour	\$58	-	-

FCFC Coordinators/Directors are Experienced and Hold Higher Education Degrees, No Matter the County Size

Over half of the surveyed FCFC Coordinators/Directors from large and medium county sizes work 40 hours or more per week in their position, and more than half of the FCFC Coordinators/Directors from small counties work fewer than 40 hours per week. (Figure A2).

Figure A2. Number of Hours Worked per Week by FCFC Coordinators/Directors

(Total Number of Survey Respondents = 80)



FCFC Coordinator/Directors in larger counties tend to receive higher pay than those in smaller counties, despite having a similar number of years' experience and education levels on average. No matter their tenure or county size, survey results show most FCFC Coordinators/Directors are experienced and educated. Eighty-two percent of FCFC Coordinator/Director respondents reported having at least one college degree (Figure A3). Also, survey results across all counties show a median of 8 to 14 years' experience in Service Coordination, social services, or a related field (Table A4). However, among each county size there are also FCFC Coordinators/Directors that reported little or no previous experience.

Figure A3. Highest Degree Earned by FCFC Coordinators/Directors

(n = 78)

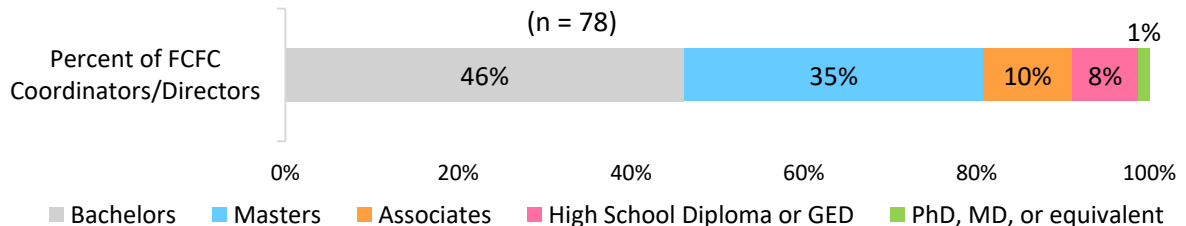


Table A4. FCFC Coordinators’/Directors’ Years of Experience by County Size (FCFC Coordinator/Director Survey Respondents = 77)

FCFC Coordinators’/Directors’ Years of Related Experience	FCFC’s County Size ³		
	Small (n = 36)	Medium (n = 17)	Large (n = 24)
% FCFC Coordinator/Directors with 0 to 2 Years’ Experience	3%	24%	13%
% FCFC Coordinator/Directors with 3 to 5 Years’ Experience	17%	6%	4%
% FCFC Coordinator/Directors with 6 or more Years’ Experience	81%	71%	83%
Median Number of Years’ Experience	12 years	8 years	14 years
Range of Years’ Experience (Minimum – Maximum)	2 years – 30 years	0 years – 34 years	0 years – 28 years

FCFC Coordinator/Director Roles and Responsibilities

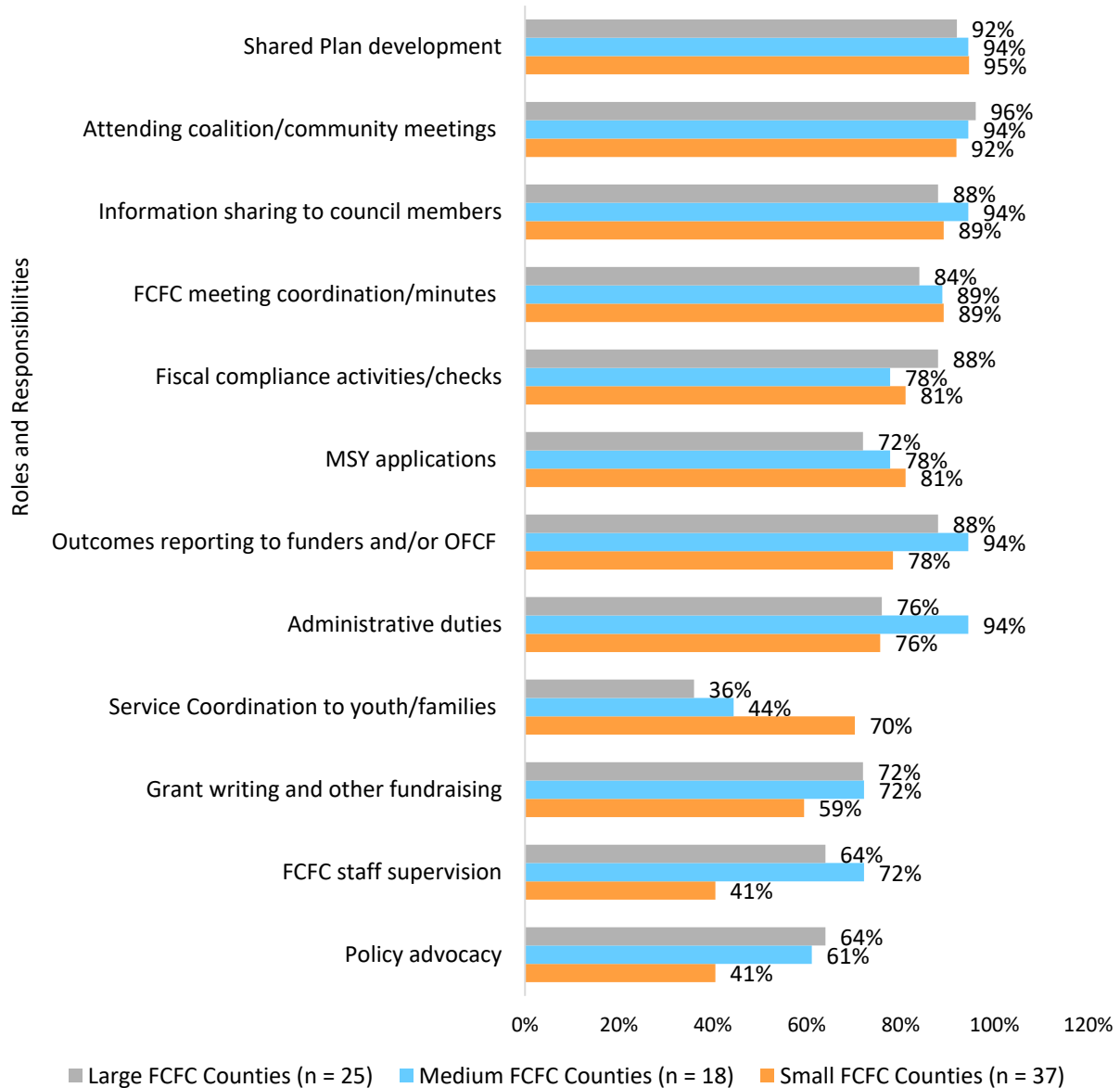
FCFC Coordinators/Directors, no matter the county size, are most likely to be assigned responsibilities related to shared plan development, attending coalition/community meetings, information sharing, and FCFC meeting coordination. Other roles and responsibilities are assigned to FCFC Coordinators/Directors at varying rates across county sizes. FCFC Coordinators/Directors in medium and larger counties are more often taking on outcomes reporting, grant writing/fundraising, and policy advocacy roles than those in smaller counties (Figure A4). Despite being more likely to be employed part-time, FCFC Coordinators/Directors in smaller counties are more likely to be directly providing Service Coordination to youth/families (compared to medium and larger counties) while also being assigned most other roles in Figure A4 at similar rates of medium and larger counties.

³ For this environment scan, small counties have a total population of 50,000 or less), medium-sized counties have a total population of 50,001 – 100,000, and large counties have a total population of 100,001 or more.

Figure A4. Frequency of Roles/Responsibilities Assigned to FCFC Coordinators/Directors Across FCFCs

(Total Number of Respondents = 80)

Select the roles and responsibilities your FCFC has assigned to the FCFC Coordinator/Director position. Select all that apply



Variation in Staffing and Service Capacity Across FCFCs

FCFC Staffing

Thirty-six percent of FCFCs are operating with only part-time staff; a disproportionate number of those are smaller counties. Across the state, 64% of FCFCs have at least one full-time staff member. However, despite having different overall population sizes, FCFCs in medium-sized counties reported the same median number of full-time equivalents (FTEs) (Table A5).

Table A5. Full-Time and Part-Time FCFC Staff Across Counties (FCFC Coordinator/Director Survey)

FCFC Staffing Amounts	County Size			
	All Counties (n = 80)	Small (n = 37)	Medium (n = 18)	Large (n = 25)
% of counties with only part-time staff	36%	51%	28%	20%
% of counties with at least one full-time staff	64%	49%	72%	80%
% of counties with at least two staff (full-time and/or part-time)	56%	35%	78%	72%
Median number of staff (FTEs) ⁴	2	1	2	2

Services Across FCFCs

Number of Children/Youth Served by FCFCs

Table A6 shows the number of children/youth served by FCFCs over the past program year and the typical number of children/youth FCFCs have on their caseload at any given time (as reported in FCFC Coordinator/Director Survey). As expected, the median number of children/youth served increases as the county size increases. This increase is proportional to the increase in median FTE across FCFCs in Table A5; as FTE doubles, the number of children/youth served at least doubles.

Table A6. Number of Children/Youth Served by FCFCs (FCFC Coordinator/Director Survey)

Time Period	County Size			
	All Counties (n = 71)	Small (n = 34)	Medium (n = 17)	Large (n = 20)
Median number of children/youth with open service plan with an FCFC at any given time (minimum – maximum number served)	20 (5 – 115)	15 (6 – 45)	20 (5 – 70)	25 (7 – 115)
Median number of children/youth served from June 2022 to June 2023 by an FCFC (minimum – maximum number served)	32 (0 – 248)	23 (0 – 122)	45 (14 – 107)	50 (20 – 248)

Two FCFC Coordinators/Directors reported that their FCFC is not currently providing Service Coordination or High-Fidelity Wraparound to any children/youth. The reasons included:

- New or onboarding FCFC Coordinators/Directors or the service is contracted out to a local provider
- Workforce shortages in council member agencies
- Low engagement among council members

⁴ This median is based on “full-time” staff being 100% FTE (or 1.0) and “part-time” staff being 50% FTE (or 0.5).

Types of Services

Table A7 summarizes programs and/or services that FCFC Coordinator/Director interview informants reported their FCFCs provide. Among the 51 programs/services listed, outputs are being tracked for 42 programs/services. The types of outputs being tracked include, but are not limited to:

- Measures required by Ohio Automated Service Coordination Information System (OASCIS)
- Pre- and post-survey information about the quality of their experience
- Number of families/individuals reached
- Attendance/engagement rates; completion rate of programs
- Number of events
- Child and Adolescent Needs and Strengths (CANS) Assessment data
- Hours of service provided
- Family Empowerment Scale

FCFC funding streams drive the reporting of outputs data (and less so outcomes data). In their interviews, FCFC Coordinators/Directors and council members identified a need for tracking outcome/impact measures, recognizing that most data tracked are outputs only. FCFCs have the desire to track and report outcome/impact data but lack the funds and staff to implement a measurement framework.

Across interviewed counties, outcomes and impact on children/families served were more often verbally reviewed during service plan meetings. Overall, council members reported that they each share progress reports related to service plans, such as family progress towards goals and anecdotal outcomes of a service provided.

Table A7. Examples of FCFC Programs and Services, Identified by Interviewed FCFCs

Programs/Services	Population Served
High Fidelity Wraparound / Service Coordination	Any Youth and Family with complex needs and multi-system involvement regardless of income.
Early Intervention / Help Me Grow	Infants/Toddlers up to age 3 with delays and disabilities. No income guidelines.
Multi-System Youth	Serves to support children and youth who are at risk for custody relinquishment or have already been relinquished and need services and/or supports to transition to community and/or non-custody settings.
Bridges to Wellness	Medicaid eligibility, focus is pregnant moms.
CANS	MOU with DJFS for qualified residential treatment placements.
Car Seat Fitting Station	Any family who needs their car seat checked for safety. No income guidelines.
CARA – Plans of Safe Care (Communities of Support)	Expectant mothers using illegal substances (optional).
Case Reviews	Families with complex needs.
Community of Support Court Pilot	Juvenile justice involved youth and their families who need Service Coordination or Wraparound.
Countywide Orientation	Open to anyone.

Cribs For Kids	Pregnant moms, families with children under the age of 1, Medicaid/WIC/SNAP eligible.
Early Childhood Safety Initiative	HMG families and general population under age 3 and under 200% FPL can receive safety items.
Emergency Flex Funds	MSY families.
Family Centered Service Support	Maintain children and youth ages 0 through 21 with multi-system needs, in their own homes through the provisions of non-clinical, community-based services.
Family Support Team Meeting	Families in need of support.
Free Training-Professional Development and Resource Info	Professionals and Families.
Bridges Out of Poverty and related trainings	Getting Ahead In A Just Gettin' By World; No Wrong Door United Way contracts with FCFC Director to provide program to appropriate community members.
Help Me Grow Home Visiting	Prenatal and up to age 5 under 200% FPL (must enter by age 2)
Incredible Years Preschool Basic Program	Any family with a child aged 3-6 years. No income guidelines.
Linkage and Referral	Any family or provider in the county.
Mentoring youth links	Youth aged 6-18 years in need of a mentor.
No Wrong Door	All families seeking services.
Parenting Wisely	Any family. No income guidelines.
Prenatal Clinic	Clients of MCHC.
Prevention (SAMHSA grant)	Coordinating prevention efforts across the county.
Pro-Social Activities (e.g., Pony club, culinary class, art/pottery class)	All Youth in Service Coordination must be involved in multiple systems.
Respite	MSY youth.
Safe Families Safe Communities	Serves ages 0 through 25 years who exhibit aggressive or violent behavior and are at a risk for out-of-home placement due to intellectual/developmental disability or a mental health diagnosis.
START – Sober Treatment & Reducing Trauma	Families working with DJFS and working on sobriety (optional).
Strengthening Families 10-14 Parenting Program	Any family with youth ages 10-14 years. No income guidelines.
Student & Family Success	Prevention program for students and families to direct to resources.
Supervised Visits/Parent Coaching	Referral based from children services, reunification, and parent skills needed.
Supplemental Care Program	Ages 0-21 years, connected and nominated through local DD and have corresponding needs to ISP.
Teen Pregnancy Prevention	Families in the county.

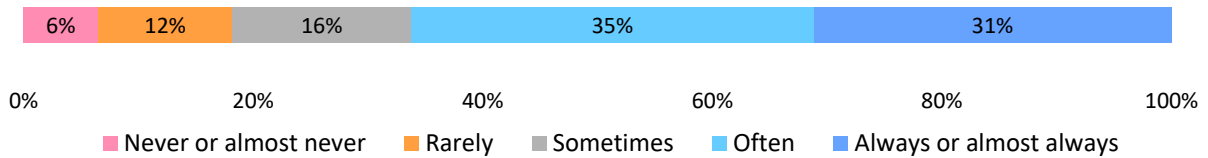
Council Member Engagement Across FCFCs

Meeting Attendance and Mandated Members

Sixty-six percent of FCFC Coordinators/Directors reported to have high attendance at their full council meetings often or almost always (Figure A5).⁵ According to FCFC Coordinators/Directors, mandated members that are most often reported to be under-engaged are school district superintendents, the representative of the largest population in the county, and the representative of Department of Youth Services (Figure A6).

Figure A5. Frequency of Mandated Member Attendance at Full FCFC Council Meetings (n = 77)

How often are all/nearly all mandated members present at full council meetings?

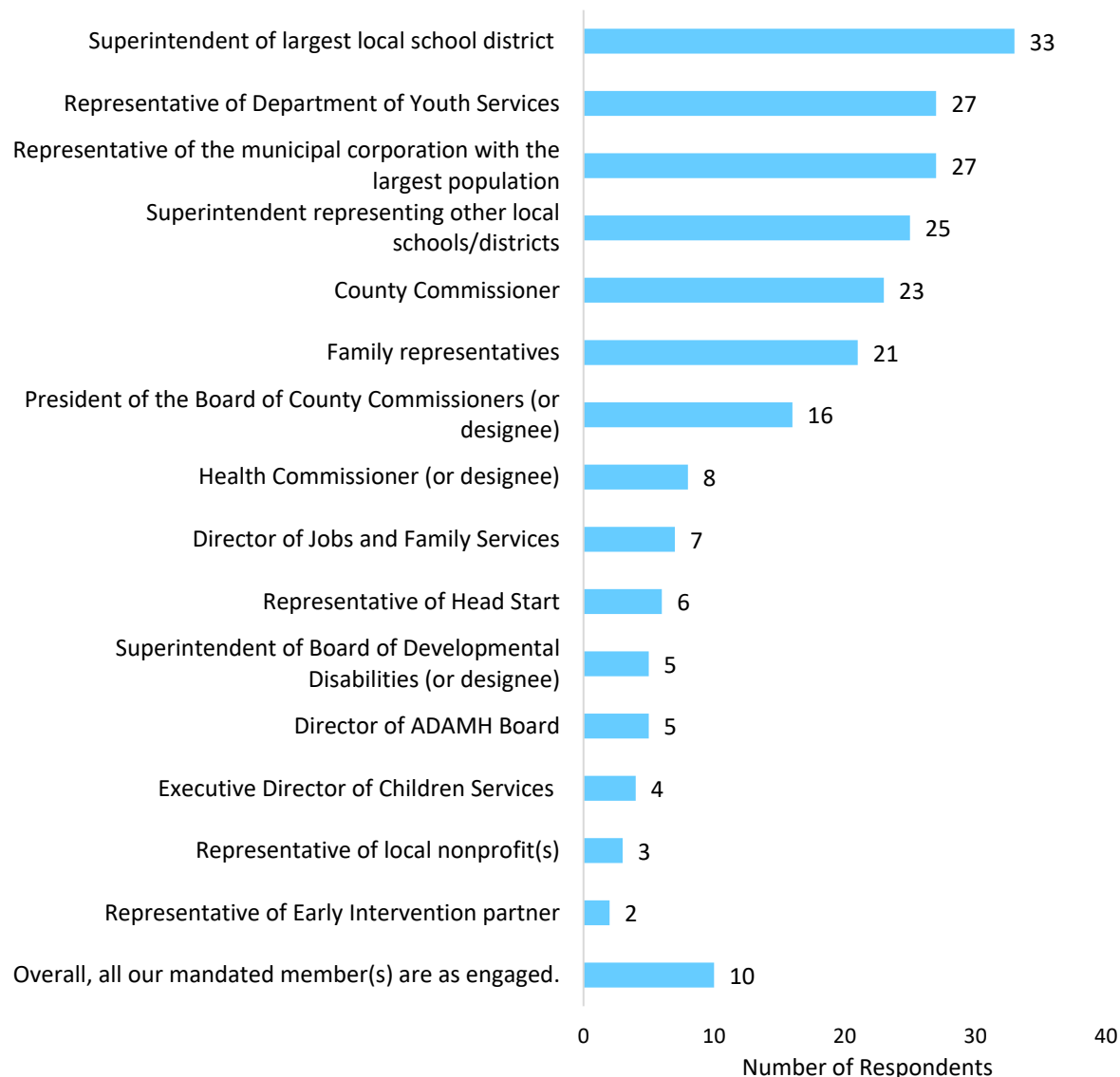


⁵ Among FCFC Coordinator/Director survey respondents, there was no significant differences in frequency of mandated member presence at council meetings by county size when tested through an ANOVA (F test's $p > .05$).

Figure A6. Less Engaged Mandated Members

(n = 75)

Which mandated member(s) (as defined by ORC) are not attending meetings and/or are not as engaged as you would like, if any? Select all that apply.



FCFC Coordinator/Director interview informants provide further insight into the challenges FCFCs face in getting consistent engagement from FCFC members. Busy and conflicting schedules are the most common challenge. To overcome this challenge, FCFCs are sharing meeting minutes, offering some hybrid meeting options, and having representatives from the member agency attend when the primary member is unavailable (Table A8).

FCFC Coordinator/Director interview informants also highlighted factors they believed led to high meeting attendance, such as the fact that FCFC provides opportunities for provider networking and serves as a place to gather or share information about available services (Table A9).

Table A8. Factors that Contribute to Lower Meeting Attendance (FCFC Coordinator/Director Interview Informants = 15)

Themes	Count
Schedule conflicts	10
The reduced use of virtual meetings	3
Attendees do not see the value of the meetings	2
Distance	2
Illness	2
Staffing issues at the attendee’s agency	1
<i>Does not know</i>	3

Table A9. Factors that Contribute to Higher Meeting Attendance (FCFC Coordinator/Director Interview Informants = 15)

Themes	Count
Opportunities for networking or collaboration / to gather or share information	7
Attendee interest	4
No schedule conflicts	3
Meeting reminders being sent out / good communication	2
Virtual meeting option (but not for voting)	2
Comfortable meeting spaces	1
Frequency of meeting monthly prevents them from being overlooked	1
<i>Does not know</i>	3

Parent Representatives

FCFC Coordinators/Directors highlighted the following ways they are engaging family representatives and are making FCFC meetings more easily accessible to parent representatives:

- Providing a stipend to attend the FCFC meetings, ranging from \$20 to \$100 for attendance.
- Paying for mileage costs or providing gas vouchers to attend the FCFC meetings.
- Actively involving the parent representatives in committees, services- and funding-related decisions.
- Giving parents a platform to share their experiences, like reserving time on meeting agendas for parent representatives to share their insights.
- Direct outreach to potential parent representatives in the community through FCFC partners.
- Providing childcare help during the meeting, via pack-n-plays, toys, and other entertainment.

Due to the scheduled meeting times which often fall in the middle of the day, childcare is a barrier to making parent representation accessible. One FCFC Coordinator/Director recommended that parent representatives should be allowed to call in virtually; the mandate currently requires them to be in-person. Another FCFC Coordinator/Director recommended that OFCF provides FCFCs with “parent representative welcoming packets” that outline what councils do, and the role of parent representatives. The interviewee reported, “We have no parent training, and I don’t want that to be put on the coordinator ... Basically, the state should have a person who reaches out to [parent representatives], thanks them, and prepares them to be on the council.”

Revenue Streams and Pooled Funding Across FCFCs

Across the county sizes, most (75%) FCFC Coordinator/Director survey respondents reported to have pooled funds (Figure A7). Most FCFC Coordinators/Directors from large counties reported that the locally pooled funding is partly used to supplement the FCFC Coordinator/Director's salary (60%), while most FCFC Coordinators/Directors from medium (64%) and small (67%) counties shared that the locally pooled funds are not used to supplement the salary. FCFC Coordinators/Directors most frequently cited three agencies as contributors to pooled funds: ADAMH Board, Board of Developmental Disabilities, and Jobs and Family Services (Figure A8).

Figure A7. Proportion of FCFCs with a Pooled Fund
(Number of FCFC Coordinator/Director Survey Respondents = 77)

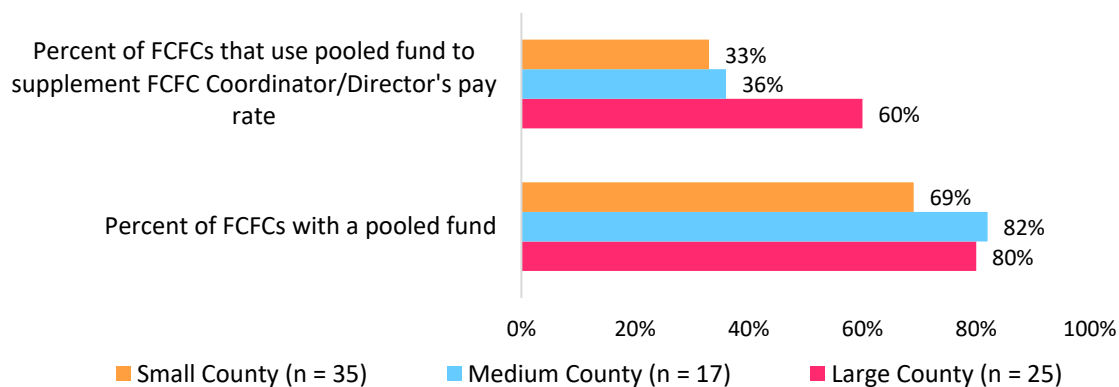
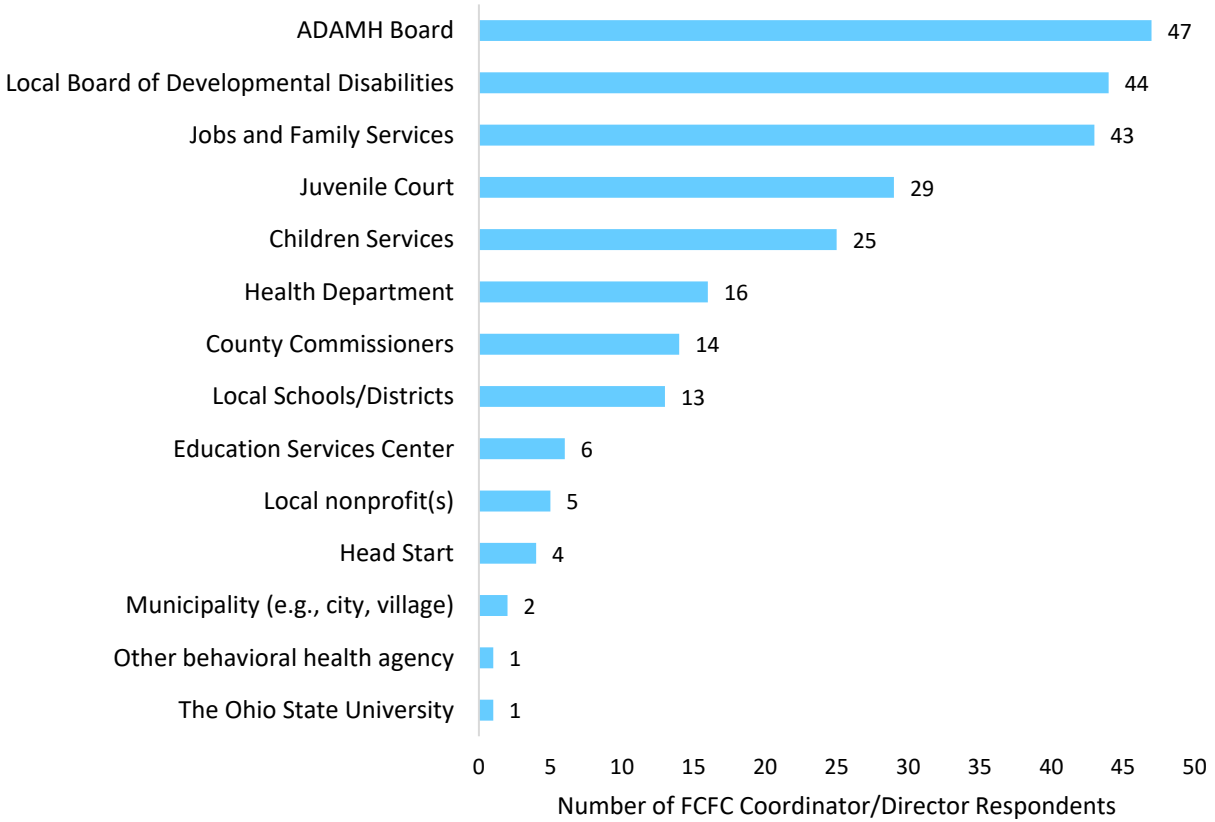


Figure A8. Local Agencies that Contribute to FCFC Pooled Funds

(n = 58)

What county agencies contribute to your FCFC's pooled fund? Select all that apply.



Among the 15 FCFC Coordinators/Directors who were interviewed, 12 reported that their FCFCs have pooled funds. Table A10 highlights expenses on which pooled funds are being spent.

Table A10. Expenses on Which FCFC’s Pooled Fund Dollars are Spent (FCFC Coordinator/Director Interview Informants = 12)

Expenses	Count
Cluster services support	3
Admin costs	2
Family needs not covered by other sources (e.g., respite, transportation)	2
Placement expenses	2
Residential treatment	2
Cash flow (unspecified)	1
Council overhead (i.e., salary, bi-annual audit, supplies)	1
Day treatment program	1
In-home supportive services	1
Local initiatives	1
Unknown	1

Locally pooled funds, when available, have been used:

- to offer competitive staff salaries to recruit and retain staff.
- to bridge service costs while waiting for next year’s funding to be released.
- to pay for services quickly, not having to wait for external approvals or reimbursements.
- to ensure the work of the FCFC is focuses on local needs.
- As unrestricted dollars, allowing FCFCs to provide services or resources to children/families in a timely manner, and not being stalled by waiting on reimbursements.

When the interviewed FCFC Coordinators/Directors reported having pooled funds, they were asked whether the funds were sufficient to meet the local FCFC’s needs. About half of the interviewed counties felt that the funds were sufficient, three felt that their FCFC needs more funding to meet its needs, and one mentioned that they do not need the funds due to access to MSY-type funding. In this, and other cases, FCFCs rely on their pooled funds to ‘carry them over’ at the end of program years, as they await their next round of funding to be distributed or until reimbursements are cleared.

Interviewed counties without pooled funds reported:

- Spending more FCFC Coordinator/Director time on grant writing/seeking funds from council members just to cover salary needs.
- With pay being dependent on annual grants, FCFC Coordinators/Directors face job insecurity each year.
- Facing higher turnover in FCFC Coordinators/Directors.
- Having lower salaries and benefits to offer, limiting the FCFC’s capacity to recruit experienced and qualified FCFC Coordinators/Directors.

Table A11 highlights the revenue streams of the 15 interviewed FCFCs for program years 2021-2022 and 2022-2023. On average, in-kind dollars and council member/partner contributions have increased from one year to the next, while TANF dollars have slightly decreased.

Table A11. FCFC Revenue Sources (FCFC Coordinator/Director Interview Informants = 15)

Revenue Source	Number of FCFCs with Revenue	PY21-22 Average Amount of Revenue from Source (Min – Max)	PY22-23 Average Amount of Revenue from Source (Min – Max)
In-Kind	7	\$72,507 (\$0 – \$200,000)	\$72,507 (\$0 – \$200,000)
Member/Partner Contributions	3	\$28,615 (\$18,615 – \$38,000)	\$34,808 (\$21,300 – \$45,124)
Strong Families, Safe Communities Grant	3	\$36,362 (\$19,086 – \$50,000)	\$33,175 (\$9,524 – \$50,000)
TANF	3	\$52,940 (\$26,760 – \$80,000)	\$51,250 (\$0 – \$100,000)
Communities of Support Grant	2	\$55,000 (\$40,000 – \$70,000)	\$50,000 (\$40,000 – \$60,000)
Department of Developmental Disabilities	2	\$71,001 (\$27,002 – \$115,000)	\$67,465 (\$19,930 – \$115,000)
Jobs and Family Services	2	\$186,000 (\$12,000 – \$360,000)	\$208,000 (\$16,000 – \$400,000)
Jobs and Family Services - PRC Wrap	2	\$39,891 \$39,782 – \$40,000	\$75,000
Behavioral Health Board - Title XX Funds	1	\$35,157	\$37,898
Children's Services	1	\$360,000	\$400,000
Early Childhood Safety Initiative	1	\$35,304	\$50,000
Early Intervention American Rescue Plan Act	1	\$12,585	\$33,892
Early Intervention Grant	1	\$199,888	\$201,348
Family-Centered Services and Supports Grant	1	\$31,824	\$31,824
Help Me Grow Home Visiting	1	\$251,124	\$175,739
Jobs and Family Services - CANS	1	NA	\$6,807
Jobs and Family Services / Community Shelter Board - Stipend	1	\$5,714	\$5,714
Juvenile Court - Wrap	1	\$21,136	NA
Local Funds (CY)	1	\$45,300	\$39,000
Mental Health and Addiction Recovery Services	1	\$195,000	\$195,000
Mental Health and Recovery Services Board - Levy and State Opioid Response	1	\$115,000	\$105,000
Multi-System Youth - Ohio Department of Medicaid	1	\$94,259	\$57,705
Multi-System Youth - Public Children Services Agencies	1	\$11,438	\$11,348
Ohio Children's Trust Fund HWC Grant	1	NA	NA
Substance Abuse and Mental Health Services Administration Grant	1	\$276,000	\$278,000
United Way	1	\$15,000	\$30,000
<i>No revenue provided</i>	4	NA	NA

FCFCs' Onboarding and Succession Planning

Across the 15 interviewed counties, most do not have a formal succession plan for the FCFC Coordinator/Director position.

For one of the interviewed counties, the executive committee requires the FCFC to have a formal succession plan. This executive committee reviews and approves the plan. The plan includes that the incoming FCFC Coordinator/Director receives on-the-job training from the outgoing current FCFC Coordinator/Director (if the departure is known with enough notice, often in the case of retirement).

Those without a formal onboarding process learned about the FCFC by talking to other council members and through "The Association" meetings. A council chair shared, "We had meetings a lot [with council members] and it was learning as you go." Another council member shared:

"I was a participant on a tour called the 'get on the bus tour' which was a bus stopping at each [council] agency and hearing a presentation about what the agency does... It was immensely helpful because I had no idea what was going on in the county, and that helped. Most people don't know what all is out there."

Recommendations For How to Support the Onboarding Process

In interviews, council members had recommendations for how the onboarding process could be improved. These recommendations were related to informational documents, training, and mentorships or shadowing opportunities. Some examples are provided below.

Informational Documents

- Provide a "how-to manual" that explains all the roles and responsibilities of each member on the council; put something together to clearly explain the rules.
- Informational pamphlets or online packages should provide some information as to how in the big picture FCFC is supposed to work in your region and why the partners who should be there are there.
- Guidance documents can be templates stored in a place where the FCFCs can share the templates with other councils, and they should be easily accessed at any point in time.
- The state-level FCFC can provide a list of things that each FCFC needs to think about throughout the year.
- Provide more information about the council to parent representatives.

Trainings

- State-based trainings should include a coordinator/director introductory class that covers what the FCFC does, of whom the FCFC consists, the statute and the ORC, what is the coordinator role, how far can you go with the role, what does HWIA mean, and high-fidelity wraparound.
- Invite everyone to the coordinator's association meeting to ensure inclusivity and expand discussions and training beyond urban topics.
- Make it required that FCFCs take all the training regarding high-fidelity wraparound, rather than making it optional.

- Create onboarding training via webinar or pre-filmed to be accessed at any point in time.
- Have more consistent training on who should do what under the new system under OhioRISE.

Mentorships or Shadowing Opportunities

- Fund/facilitate mentorships of veteran FCFC Coordinators/Directors with newer ones.
- Fund/facilitate the matching of FCFC Coordinators/Directors from counties of a similar size.

Appendix B. Internal Stakeholder Experiences Working with FCFC/OFCF

FCFC Coordinator/Director Experience

Most FCFC Coordinators/Directors find their position appealing because they have a positive impact on their community, and they can apply their skills and background (Figure B1). Among the 21 FCFC Coordinators/Directors who marked other reasons in Figure B1, 13 mentioned they like the collaborative effort to serve families/youth; four enjoy that the work is different everyday/is a challenge; one likes that the work is not tied down by red tape; and another mentioned they like that the council is mandated.

Ninety-four percent of FCFC Coordinators/Directors reported that they want to remain in their position for at least another year, and 89% reported they are likely to want to be the FCFC Coordinator/Director for at least the next three years (Figure B2).

Figure B1. Most Appealing Aspects of Being a FCFC Coordinator/Director
(n = 77)

What about the FCFC Coordinator/Director position do you find most appealing (e.g., what motivates you to remain a FCFC Coordinator/Director)? Select all that apply.

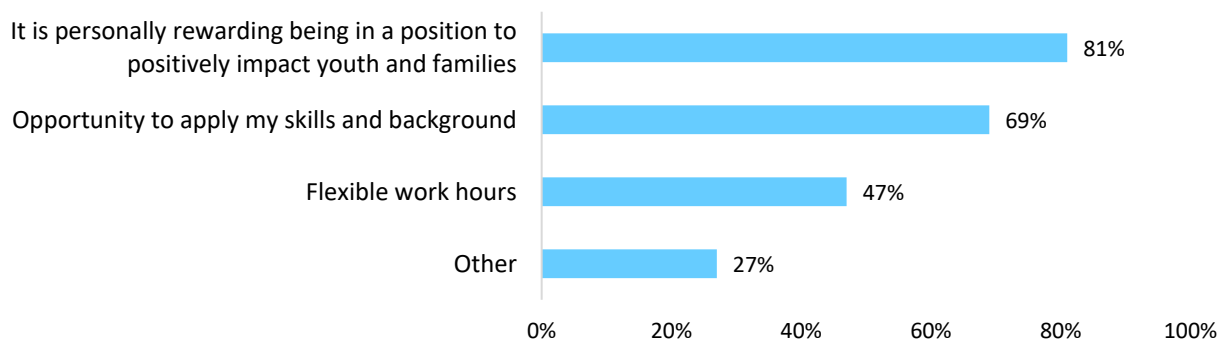
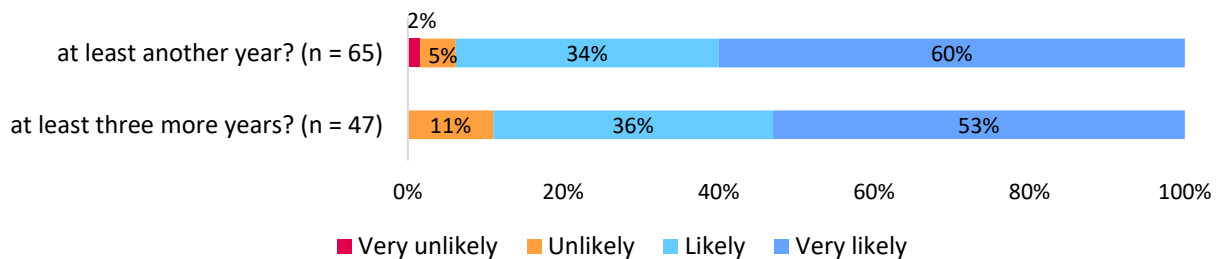


Figure B2. Likelihood of Wanting to Remain the FCFC Coordinator/Director

How likely are you to want to remain the FCFC Coordinator/Director for...



While most FCFC Coordinators/Directors reported satisfaction from the type of work they do, about half (51%) are less than satisfied with their pay, with FCFC Coordinators in larger counties more likely to be satisfied with their pay than smaller counties (Figure B3⁶).

Among the FCFC Coordinator/Director survey respondents who reported they were unlikely or very unlikely to want to remain the FCFC Coordinator/Director for another year or three, the most common reasons for this were dissatisfaction with pay, compassion fatigue, and high workloads (Figure B4). Three survey respondents also cited that they were unsatisfied with the unclarity of *how* to do the job and that their local community did not value the work of the FCFC.

Figure B3. FCFC Coordinator/Director Satisfaction with Overall Pay/Annual Salary
(Total Number of Survey Respondents = 77)

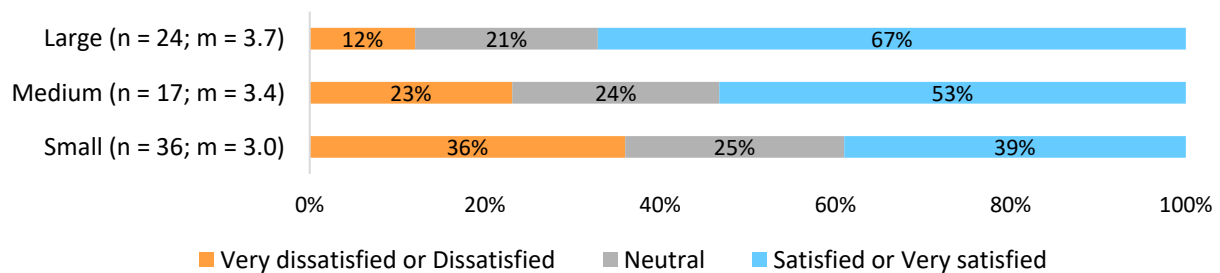
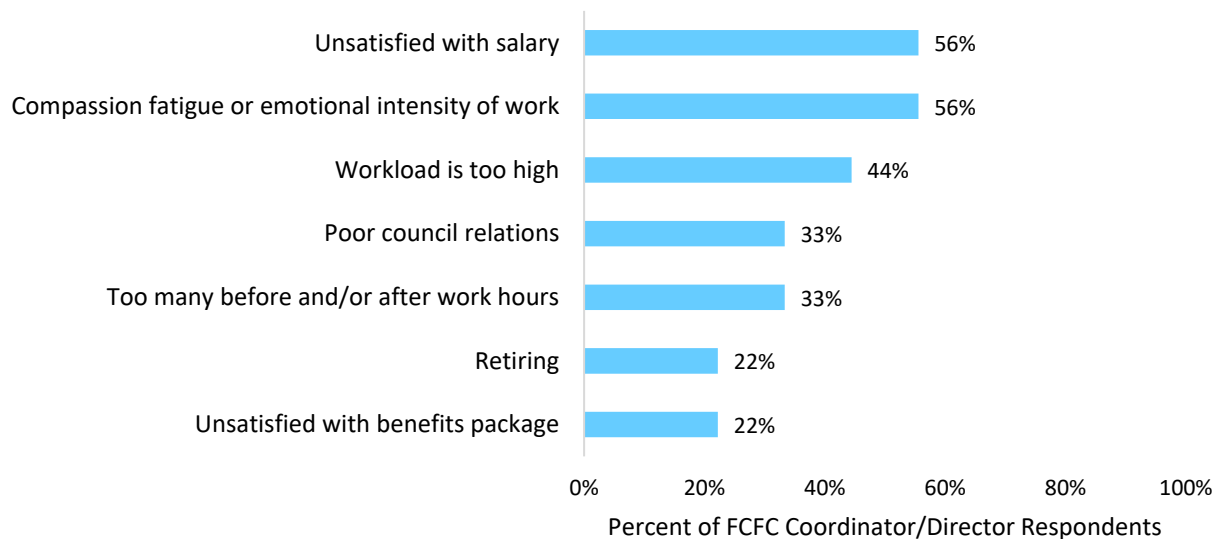


Figure B4. Reasons For Not Wanting to Be the FCFC Coordinator/Director for Another Year and/or Three Years
(n = 9)

Select the primary reason(s) why you are unlikely to want to be the FCFC Coordinator/Director for another year and/or another three years.



⁶ Figures B3, B6, B8, B9, and B10 use a five-point scale to calculate “m” (“very dissatisfied” being 1 and “very satisfied” being 5).

FCFC Coordinators'/Directors' Perception of Supports from OFCF

OFCF staff are providing FCFCs with support and communications that are useful and OFCF staff are building positive relationships with FCFCs. FCFC Coordinators/Directors, overall, find the common supports or communications provided by the Ohio Family and Children First (OFCF) staff to be somewhat to very useful (Figure B5⁷). Most FCFC Coordinators/Directors also agree that they are comfortable sharing concerns with OFCF staff and that OFCF staff keep FCFCs informed (Figure B6).

Figure B5. FCFC Coordinator/Director Perceptions of Usefulness of OFCF Supports and Communications

How useful do you find the below supports and/or communications from OFCF staff?

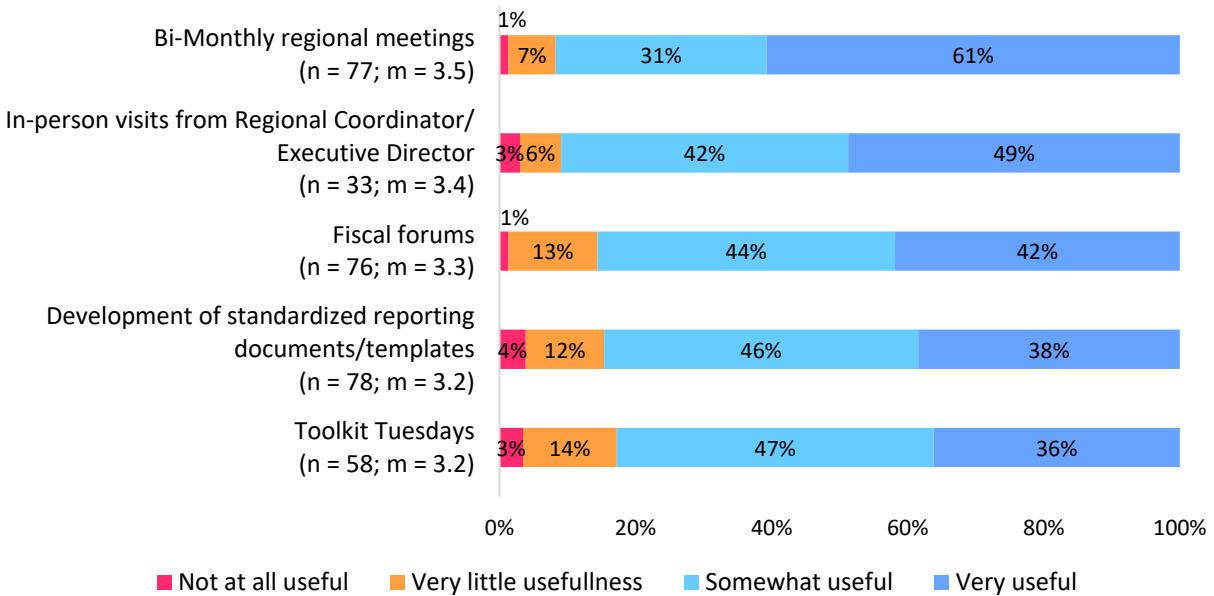
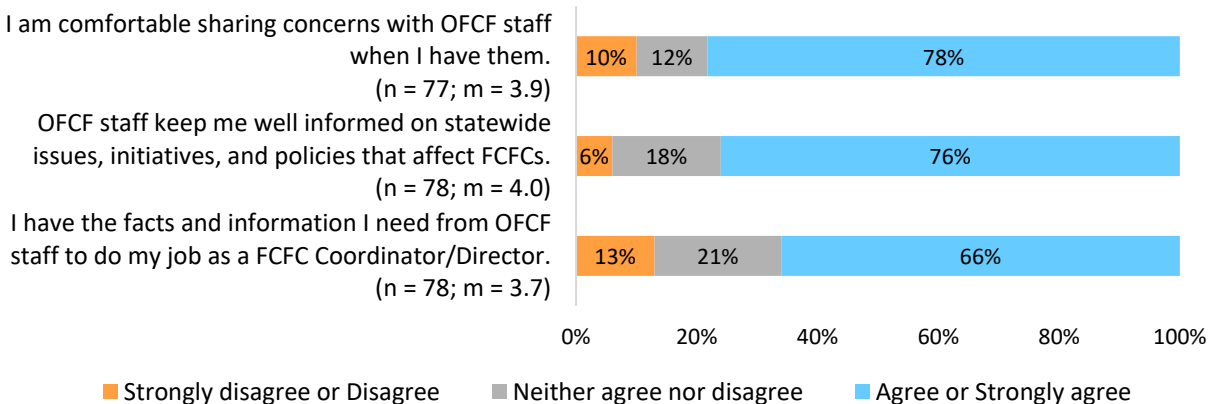


Figure B6. FCFC Coordinator/Director Experience with OFCF Staff

Thinking about your overall experience with state-level OFCF staff, please rate how much you agree with the following statements.



⁷ Figure B5 uses a four-point scale to calculate the “m”, with “not at all useful” being 1 and “very useful” being 4.

Table B1 lists themes of FCFC Coordinators'/Directors' open-ended survey responses explaining why they disagreed or strongly disagreed with one or more of the statements in Figure B6.

Table B1. Reasons FCFC Coordinators/Directors Strongly Disagree or Disagree with the Statements in Figure B6 (FCFC Coordinator/Director Survey Respondents = 17)

Themes	Count
Communication/Informational Needs	Total n = 12
Perception that information from the state is guarded by OFCF staff or responses to questions are kept vague or indirect	4
Desire for less, and more concise, email communications	2
Desire for faster responses to questions made by email or phone call	2
Desire for updates on issues, initiatives, and policies that affect FCFCs either directly or indirectly	1
Need more guidance from OFCF regarding the direction of councils in this time of transition due to OhioRISE	1
Need for some more standardization across all counties (i.e., forms, outcomes measures, data collection)	1
Perception that OFCF staff are inconsistent on whether something is required vs. strongly suggested	1
Training Needs	Total n = 5
Need for improved orientation/onboarding (in-person and virtual) for new FCFC Coordinators/Directors as to what they need to report, how to use relevant databases, and what resources are available to them	4
Increased opportunities for in-person training on providing High-Fidelity Wraparound services	1
FCFC-OCF Relations	Total n = 7
Perception that OFCF is too top-down and less likely to take the input of local FCFCs	4
Perception that OFCF regional representatives are less available to help FCFCs than they had been in the past	1
FCFC relies more on local partners than OFCF for support and information they need	1
Perception that concerns from FCFCs are not 'heard' by OFCF	1

Internal Stakeholder Experiences

FCFC Internal Stakeholders Perceive FCFC to Provide Quality and Effective Service

FCFC Coordinators/Directors, council members, and FCFC staff believe in the work that they do, with 80% of survey respondents rating the effectiveness and overall quality of their local FCFCs as very good or excellent (Figure B7⁸). FCFC Coordinators/Directors, council members, and FCFC staff agree that the success of their local FCFC is in the best interest of local youth, and that their council makes decisions in the best interest of the youth they serve. Council members and FCFC staff also have positive perceptions of their FCFC partners, with 88% of survey respondents agreeing that member agencies of their local FCFCs are willing to contribute resources to FCFC youth and families (Figure B8).

⁸ Figure B7 uses a five-point scale to calculate the “m”, with “poor” being 1 and “excellent” being 5.

Figure B7. Internal Stakeholders' Perceptions of FCFC Quality and Effectiveness

Thinking of your FCFC, rate the below items.

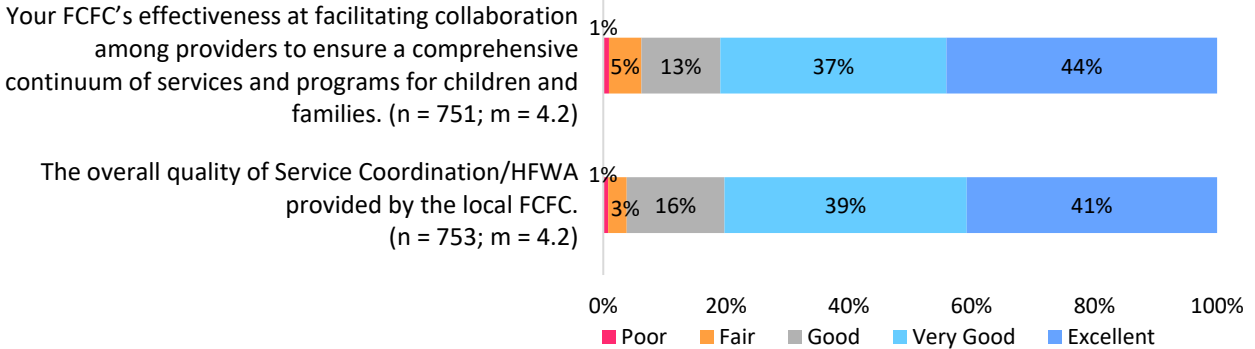
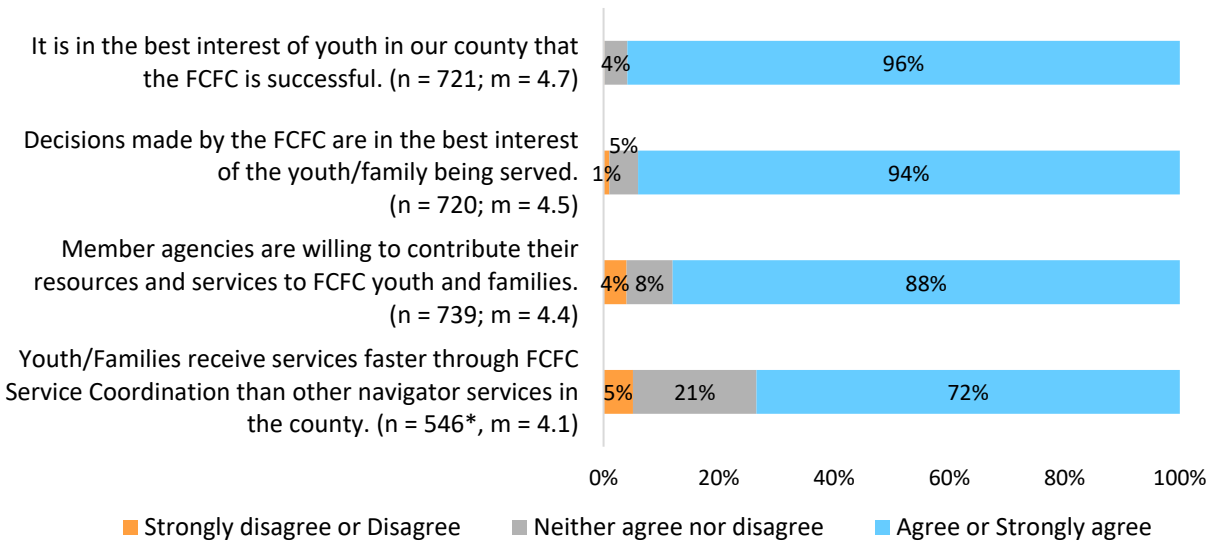


Figure B8. Internal Stakeholders' Perceptions of their FCFC's Services to Youth/Families

To what extent do you agree or disagree with the statements below?



* Includes only FCFC Coordinators/Directors and council member respondents. The other items in the figure include FCFC Coordinators/Directors, council members, and FCFC staff.

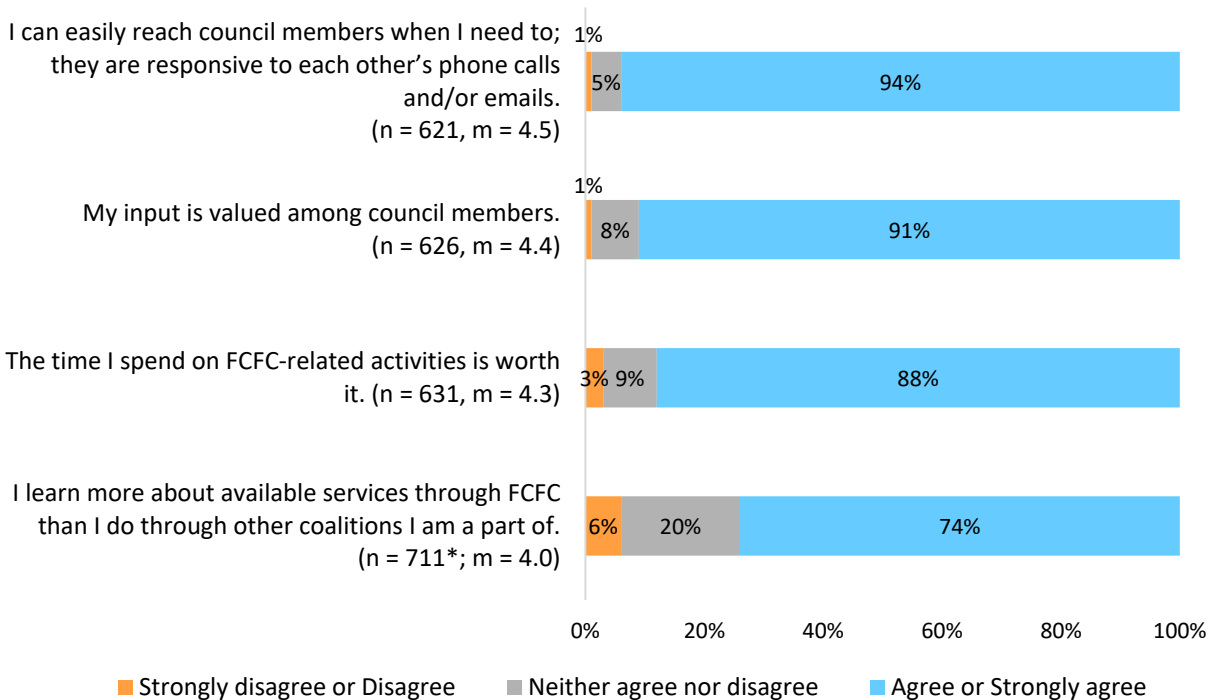
“Working with kids and their social service cases, we need access to the resources that the FCFC uses. I wouldn’t be as familiar with these resources without the FCFC. When I am looking for something for a family, it’s easy to reach out to the director and she points me in [the right] directions.” – FCFC Community Partner

FCFC Council Member Partnerships are of High Quality and Increase Awareness of Services Among Providers Better than Other Coalitions

Common among interview and survey data was the sense that one of FCFCs' greatest value was that the FCFC mandate results in providers meeting and collaborating on a consistent basis. Furthermore, the collaboration is effective and timely because council members are decision makers in their respective agencies, and thus often know complex details of service eligibility, availability, and budgetary needs. In fact, 74% of internal stakeholder survey respondents agreed that they learn more about services available to youth/families through their FCFC partnerships than they do through other coalitions (Figure B9). A council member shared:

"[Our FCFC] tries to pull all resources together in our community so that we all know what they are, where they are at, and how to access them. Then when we find families [in need] ... we help families before they get to crisis mode."

Figure B9. Internal Stakeholders' Perceptions of Their FCFC
To what extent do you agree or disagree with the statements below?



* Includes FCFC Coordinators/Directors, council members, and FCFC staff respondents. The other items in the figure do not include FCFC staff.

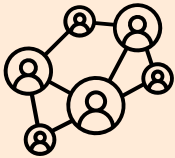



Table B2 lists themes of FCFC council members' open-ended survey responses to this question, "In what way(s) does this county's FCFC add value to your agency and/or support your agency in meeting its mission, if at all?" Their responses demonstrate that council members across the state experience mutually impactful relationships with members of their local FCFC, each centered around building effective communication channels and providing the best services they can to their communities.

Table B2. How FCFCs Add Value/Support to Partner Agencies in Meeting Their Mission (Council Member Survey Respondents = 298)

Themes	Count
FCFC provides opportunities for collaborations / partnerships / networking	100
FCFC assists in coordination of services	82
FCFC allows for information / data sharing	65
FCFC supports the youth/families we serve, and supports our agency in serving families	54
FCFC provides additional resources (e.g., unspecified; transportation) and provides resources when other agencies are unable to (e.g., serves families in least restrictive level of care)	43
FCFC's flexible service dollars/pooled funds helps us help the families we serve	40
Our agency has a reciprocal referral partnership with FCFC	29
FCFC has at its core the best interest of the people they serve (e.g., everyone is valued; they adopt a person-centered / holistic approach)	25
FCFC aims for and results in positive outcomes (e.g., strengthen the family unit)	24
FCFC tries to keep families together, and keep youth in the home	23
FCFC provides the space to problem-solve / brainstorm ideas / ask questions	18
FCFC helps minimize duplication of services and fill in needs	17
FCFC provides educational / training opportunities to agencies and families	16
FCFC has knowledge / expertise / experience (that can help with resources and guidance)	13
FCFC improves (equitable) access to resources for families	13
FCFC helps provide locally developed services	11
FCFC prevention efforts / addresses issues before they become larger challenges	10
FCFC helps with very difficult cases / accepts the challenges	8
FCFC assists with mental health needs	7
FCFC assists with residential placement / respite care when needed	7
FCFC helps with Early Intervention / has an early childhood focus	7
FCFC strongly advocates for the families / helps with policy and legislative advocacy	7
FCFC publicity and outreach helps bring community awareness to agencies	6
FCFC families are more willing to engage with FCFC than Children Services	1
FCFC helps agencies meet their units of service requirements	1

Interview informants were asked to identify the greatest strengths of their local FCFCs as they relate to providing Service Coordination. FCFCs' most cited strengths include: the strong work relationships among council members; the mandated member list and meeting frequency; the importance of having a FCFC Coordinator/Director that is experienced in the local service systems; and the importance of a locally pooled fund to offer competitive staff salaries and bridge services costs while waiting for the next year's funding to be released (Table B3).

Table B3. Greatest Strengths of FCFCs to Providing Service Coordination Identified by Interviewees

Themes of FCFC Strengths	
	<p>Member Responsiveness/Positive Working Relationships</p> <ul style="list-style-type: none"> • The strong relationships in the county help entities work together collaboratively to get efficient and quick services to families, and the FCFC allows that to be even quicker and easier by providing a central hub. There is a sentiment that, together, members work together to create the best services they can, while reducing any redundancies where they can. • Members have a strong reputation within, and knowledge of, the community, which helps to identify community needs. • The coordinators' Association allows for sharing lessons learned, sharing strategies, and giving feedback to the state. • Pooled funds that result from positive council relationships. FCFCs use pooled funds to provide services faster. See pages 24-25 for more details on the impact of pooled funds. • Passionate council members that regularly participate in meetings ensure the work gets done. While each member has interests respective to their own agencies, they are engaged and respectful of everyone else's.
	<p>Parent Representatives</p> <ul style="list-style-type: none"> • When parent representatives attend the FCFC meetings, members learn more about the needs in the community, how to best communicate with/approach community members receiving services.
	<p>OFCF Regional Directors and the Structure of FCFCs</p> <ul style="list-style-type: none"> • The regional directors are an asset; some FCFCs wish the regions were maybe smaller so that they were able to see the regional directors more often. • The mandated member list ensures the needed people are at the table. • The frequency and organization of the FCFC meetings allow for relationship building, and keeps partners updated on community happenings. • The meetings are engaging and create a platform for providers to inform each other about the work that they do/services they provide. • MSY funds are critical for counties without pooled funding. • OFCF's resources they provide to FCFCs are useful, such as Toolkit Tuesdays, financial templates, and OASCIS office hours.
	<p>Locally Experienced FCFC Coordinator/Director</p> <ul style="list-style-type: none"> • Having a FCFC Coordinator/Director that has been in the position for many years is necessary because they are more likely to have learned the FCFC system, funding streams, becomes top-of-mind among community partners, and has built comradery with other service provider leadership. • Having a FCFC Coordinator/Director that came from a mandated FCFC member agency is better positioned to 'hit the ground running' when they transition into the FCFC Coordinator/Director position. • Having a FCFC Coordinator/Director that knows how to advocate for families and build trusting relationships with the families they serve is beneficial. • A strong FCFC Coordinator/Director increases community/partner keeps council members up to date about training opportunities and other resources and helps other council members understand their roles.

"I feel very valued [as a council member], honestly. FCFC has made it a lot easier for us because it is a tag team approach. In other places it's been a blame game and who didn't pick up the ball, but in [redacted county] we all say, 'where's the gaps and what can I do to take more ownership?'" – FCFC Council Member

"I feel extremely valued, I feel heard, and our agency is respected and heard. [FCFC] ensures that every person has the space to bring up their concern and can discuss family needs [without] feeling judged." – FCFC Council Member

The FCFC Model Succeeds Due to FCFCs' Freedom to Structure Themselves Based on Local Needs, While the ORC Mandate Brings Key Agencies to the Table

When asked what aspect of the FCFC model is working best for them, and therefore they would want to see protected in any future strategic planning, nearly all interviewed FCFC stakeholders mentioned that they want to preserve the freedom to structure their day-to-day operations and to prioritize activities based on local needs and environments. **FCFCs value being part of OFCF, and that the ORC mandate brings key agencies together while also allowing the flexibility for FCFCs to adapt their approach to service coordination based on the (changing) needs in their communities.** Overall, FCFCs experience the FCFC model to be effective, albeit underfunded. Below are a few interview responses that are representative of interviewees overall.

"What I value most is that we can be culturally appropriate and aware of the community. [FCFCs have a] local understanding of not only the resources of the community, but also the families and the values, so when we make a plan for the child, we understand all of those factors... I believe in evidenced-based programming, but it's difficult to translate that into a community [that has strong historical cultural roots that differ from the rest of Ohio]. It's more than poverty, and more than rural geography, it's a value system that needs to be respected... Preserve local autonomy."

"I've noticed that there are a lot of programs, services, individual providers that want to be part of the solution, but a lot of those partners don't want to be part of the big bureaucracy. What I've seen in the past, frankly, is that when locals come up with a good comradery and compilation of services and then only to see state or federal bureaucracy come and mess it up—it frustrates the hell out of me. I'd like to see more of those federal and state dollars influx into the local level, letting us allocate the resources wherever we see best fit where we identify voids... Local autonomy. Give us the dollars, even if fewer, and we will maximize those and get results beyond anything we could with the bureaucratic regulations."

"You can't lump me in with Franklin County and do it the same because it doesn't work that way here. But we all need equity in the way we can help families. The autonomy of the council needs to stay. Be clear that regionalization would be damaging to small counties like this. It's not all southeast Ohio, [each of our counties] are completely different places."

FCFC Staff Enjoy Their Work, But Some Reported Challenges with Being Understaffed

Ninety-four percent of FCFC staff survey respondents agreed they liked the work they do, and about 86% of FCFC staff survey respondents agreed they have the tools and information they need to do their work well and efficiently (Figure B10). Results in Figure B10, however, highlight that some FCFC staff perceive a need for more staff, better distribution of workloads, and improved tools, equipment, and materials.

B10. FCFC Staff Work Experiences

Thinking about your overall experience as an FCFC staff member, please rate how much you agree with the following statements.

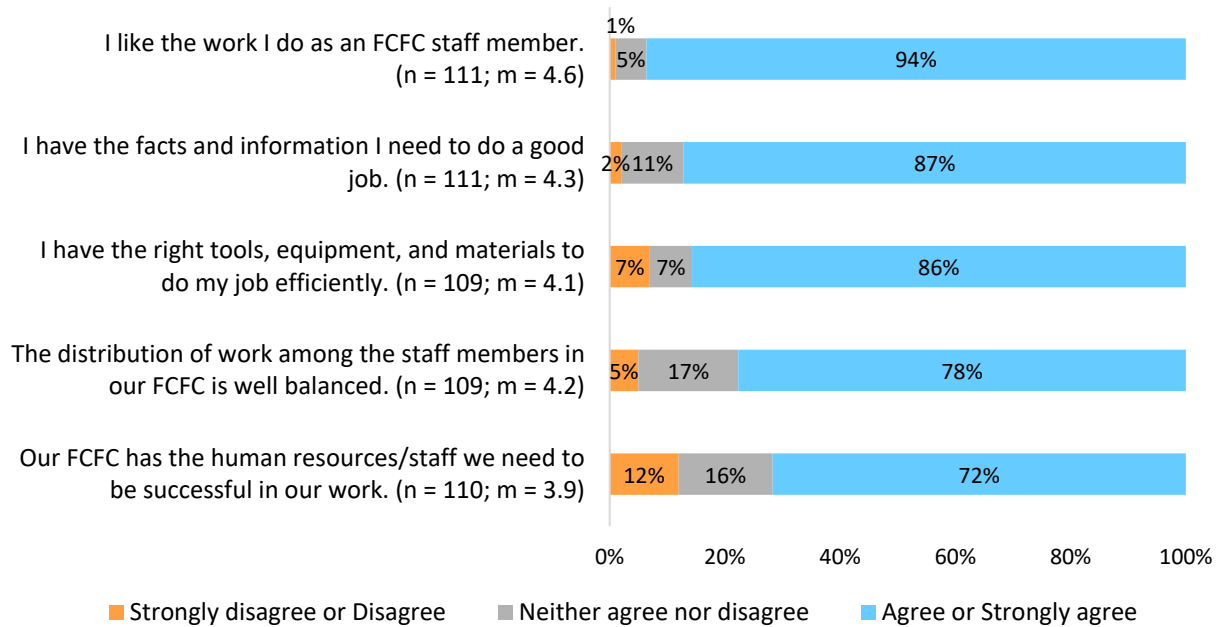


Table B4 lists themes of FCFC staff’s open-ended survey responses explaining why they disagreed or strongly disagreed with one or more of the statements in Figure B10.

Table B4. Needs Identified by FCFC Staff that Strongly Disagree or Disagree with the Statements in Figure B10 (Staff Survey Respondents = 18)

Themes	Count
More staff is needed to help support the work / caseloads	6
Increased funding for hiring additional staff	4
Support with recruiting staff to fill open positions and retain staff	4
Increase opportunities for FCFC staff to be part of creating effective tools and resources to help FCFC staff and other stakeholders	1
Learning the changes with OASCIS and OhioRISE are difficult and require time, but we are also having to continue our usual services and responsibilities	1
Need accurate training on OhioRISE waiver and Medicaid secondary to private insurance	1
Need clarity of role	1
Need faster databases and offline form versions for families who do not have internet	1
Need for facilitating connections between FCFC staff in small counties, as it is a challenge having no other staff in the small county with whom to exchange ideas	1
Need for workspaces to take calls or meet with families	1
Need more defined policies and procedures for Service Coordination	1
Need to address the limited resources in the community to offer to the families	1
Sufficient funding for Early Intervention	1

Most Effective FCFC Partnerships Identified by Internal Stakeholders

Agencies Commonly Identified as Effective Partners

FCFC Coordinators/Directors were asked to identify the most effective FCFC partners in their county. Table B5 highlights the frequency by which agencies were identified.

Table B5. Most Effective FCFC Partners Identified by Internal FCFC Stakeholders (FCFC Coordinator/Director Survey Respondents = 66)

Agency Name/Organization Type	Count
Local Board of Developmental Disabilities	39
Ohio Department of Job and Family Services	33
Children Services	20
Local Mental Health Boards	19
Behavioral and mental health services (e.g., Integrated Services for Behavioral Health; Recovery and Wellness; Behavioral Healthcare Partners; Children's Advantage; Mental Health and Addiction Services)	18
Juvenile / Family / Probate Court	17
Alcohol, Drug, and Mental Health Board	10
Local schools / districts	10
Health Department	9
Education Services Center	8
County Commissioners	6
Parent / family representatives	5

HeadStart / Early Intervention / Help Me Grow	4
OhioRISE Care Management Entity	4
Local agencies / programs that help children who have adverse childhood experiences (e.g., The Children's Advocacy Center; Gateway)	3
Local basic needs providers (e.g., food pantries; household stability programs that help pay rent/mortgage; transportation)	3
Community Shelter Board	2
Unspecified service providers	2
Local foster care program	1
Local insurance provider	1
Local library	1
Local non-profit that creates independence for people with disabilities	1
The county—provides levy funding	1
The Salvation Army	1
Unspecified local nonprofit	1

Effective FCFC Partners are Responsive, Contribute Funds/Services, and Share Knowledge

Interview data from interviews with FCFC Coordinators/Directors, council chairs, administrative agents, and other council members highlighted attributes that make for a strong and effective partner agency. These attributes include:

- Are engaged, willing to help where they can, and contribute to problem-solving.
- Responsive to questions/needs, even after typical work hours.
- Demonstrate a willingness to share useful information and data.
- Contribute to the FCFC with in-kind funds.
- Contribute to the FCFC’s pooled fund.
- Consistently provide referrals and/or are directly engaged with children/families through their programming.
- Respond to the FCFC’s referrals in a timely manner.
- Have positive working relationships with key institutions, like schools and other family service providers.

Partnerships FCFCs Most Commonly Would Like to See Improved/Created

Interview data from interviews with FCFC Coordinators/Directors, council chairs, administrative agents, and other council members highlighted opportunities for additional or improved partnerships. These interviewees most frequently cited a desire for strengthening partnerships with the following institutions/agencies:

- Individual schools and school districts beyond the mandated district
- Hospital systems / clinical healthcare providers
- Private agencies (i.e., unspecified businesses, private agencies, and facilities)
- Faith-based organizations
- Non-profits with services or funding that FCFCs do not have access to themselves
- Health insurance providers

- Agencies within the legal system, like law enforcement and lawyers
- (Some) county commissioners and other local government offices
- Community centers where youth activities are held
- Regional and state partnerships (e.g., unspecified; collaboration with state-wide providers who are trained in dealing with issues that high-needs kids have)
- OhioRISE Care Management Entities (CMEs)
- Local Chamber of Commerce
- Mental healthcare providers

Barriers/Challenges Identified by Internal FCFC Stakeholders

Surveyed council members, staff, and FCFC Coordinators/Directors were asked, “What are the greatest barriers your FCFC is facing in relation to providing Service Coordination and/or meeting the needs of youth in your community?” Table B6 shows that the most common barriers include:

- long waitlists for needed services and limited to no respite service options
- limited funding to hire additional staff, to pay for full-time positions, and that funding is inconsistent or not easily accessible
- staffing issues in service-providing agencies related to high turnover, unqualified staff, and the overall workforce shortages in the region
- the roll-out of OhioRISE caused confusion in the community and among council members; many FCFC stakeholders perceive OhioRISE to be a duplication of services
- some FCFCs have mandated members with limited engagement or sense of buy-in, which can make reaching a quorum difficult

Table B6. Greatest Barriers that FCFCs are Facing to Providing Service Coordination (Survey Respondents = 569)

Themes	Count
Lack of or limited availability of service providers / resources (e.g., no respite options; long waitlists; low-quality services; limited mental health care providers)	241
Limited funding (e.g., lack of funding; limited funds to hire additional staff / pay full-time positions; limited funds to provide services; inconsistent / not easily accessible funds)	209
Staffing issues (e.g., high turnover; workforce shortage; unqualified staff / FCFC Coordinators/Directors; issues with FCFC Coordinators/Directors; need additional staff to serve more families; difficult to recruit qualified staff due to low salary)	174
OhioRISE (e.g., "The introduction of OhioRISE has complicated most everyone's understanding of Service Coordination. It has caused confusion about who is to do what service. It has caused duplication.")	98
Lack of member / agency engagement or buy-in (e.g., low attendance to meet a quorum; no collaboration between member agencies)	77
Excessive demand in the community (e.g., increased number of children in need; increased severity of needs; growing drug problem; too many cases for one person)	49
Lack of awareness of services among agencies (including the public's knowledge of FCFCs) / outreach is needed	49
Transportation / travel time (e.g., lack of transportation assistance to services; distance needed to travel to obtain services)	49
Time / delays (e.g., turnaround time for MSY application approval; delays in reimbursement / funding; mandated members' time restrictions; time-consuming tasks such as OASCIS or grant proposals; infrequency of FCFC meetings does not foster relationship-building)	46

Red tape (e.g., restricted funding; too much paperwork; process barriers that create silos)	41
Lack of client / family engagement	36
Communication / coordination issues (e.g., communicating available services to the community; lack of communication between agencies; too many acronyms; need better coordination with other surrounding FCFCs; difficult to coordinate with limited services)	31
Lack of resources / direction from the state	28
Housing (e.g., lack of affordable housing; lack of livable low-income housing and transitional housing; limited housing impedes FCFC work to stabilize families)	22
Cultural barriers / lack of shared vision (e.g., client shame; low mental health literacy; overall mood/outlook of county on how to move forward; 'always have done it this way' mindset; lack of local service providers' desire to expand resources)	17
Recent changes to the FCFC (e.g., organizational shifts; relocation of meeting sites; recent bad leadership; new directors / staff)	15
Council member confusion about their roles / the FCFC	14
State-level changes impede local progress	12
Issues with the referral process (e.g., agencies are hesitant to make referrals to FCFC because they do not have confidence in the FCFC Coordinator/Director / do not want to complete all the paperwork; referring clients based on personal relationships instead of best practice standards)	10
Need trainings or mentors	9
Technological issues (e.g., difficulty learning OASCIS; not having common, networked data tracking, outcome and referral software; need offline versions of databases; not having infrastructure to communicate with under-resourced clients)	9
Providers unwilling / unable / hesitant to serve FCFC children (e.g., due to violent or complex behaviors; already overburdened; providers will not accept Medicaid)	8
Services are duplicated / redundant (not OhioRISE-related)	6
The agencies / service delivery is siloed	6
Issues with administrative agents (e.g., charging fees that can significantly impact grant direct service; micromanagement that affects FCFC work)	5
Becoming involved too late in the families' lives to prevent challenges	4
Childcare (e.g., high cost; low availability; limited access)	4
Community expectations (e.g., that the public service system can meet all children's needs; that Wrap-Around is a therapeutic service in lieu of counseling and that we are counselors)	4
Lack of a long-term backup plan / long-term stability of the FCFC	4
Lack of diversity among those at meetings / state board needs parent representatives	4
Missing parent-to-parent advocates/support or peer support	4

Client wants are not often / easily prioritized (e.g., mismatch of provided services with client interests; current focus is more on service provider input than family desires; balancing family vs. client needs)	3
Lack of accountability for coordinators / families / providers	3
Continuing care upon release from inpatient services / lack of follow-through from providers	2
Only meeting families via phone / virtually	2
Size of the group (i.e., unspecified / "too many cooks in the kitchen")	2

Challenges FCFCs Faced Due to the Implementation of OhioRISE

The OhioRISE program was launched on July 1, 2022, with a goal to help youth with complex behavioral health and multisystem needs who are Medicaid eligible. Most of the interviewed FCFC stakeholders identified challenges with the roll-out of OhioRISE in their respective counties. Reflecting the sentiment shared across most the interviews, one council member said:

“OhioRISE has created in our communities a great deal of confusion and frustration. I think the premise of OhioRISE was good, and I understand what they were trying to accomplish, and I appreciate what they were trying to accomplish. [However,] they failed to ask us what we needed..., so we were handed something that did not fit. This was coupled with intense marketing of behavioral health services that [are not yet available] ... I have people going to the judges, schools, children’s services agencies saying, ‘Refer your children to OhioRISE and the services will be available to them,’ and they aren’t available and won’t be any time soon.”

The challenges with OhioRISE that interviewed FCFC stakeholders most frequently identified were related to Care Management Entities (CMEs) being selected by the state without regard to their current reputation or knowledge of the county/counties they would be serving; CMEs competing with county service agencies for employees; and poor communication channels between FCFC and CMEs for a range of reasons. Challenges listed below provide additional detail to these common themes.

- Some counties have CMEs that are located outside of their county, meaning the FCFC does not have a pre-existing communication channel with CMEs.
- Some CMEs are understaffed and/or hired staff quickly to meet the state’s mandate, but in turn hired individuals with little experience in the field and/or working with families in the FCFC’s county. Also, turnover in CME agencies has also meant that FCFCs’ point of contact at their CME changed, making it difficult to get questions answered and follow the status of referrals.
- FCFC member agencies that are part of FCFCs are losing staff to OhioRISE CMEs, further exacerbating their own behavioral health workforce shortages. Some staff moving to CMEs are the council members themselves, leaving the FCFCs to identify and onboard new members.

“[FCFCs] need time to just catch up. [OhioRISE has changed our system] and as a county that is resource poor and workforce poor, we need time to catch up. I feel like we are hamsters in a wheel trying to catch up with the initiatives that keep rolling out.”

- FCFC Coordinator/Director

- When families are referred to OhioRISE, they are facing multi-month waitlists. When that referral comes from the FCFC, trust is lost between the FCFC, and the family being served. This is due, in part, to OhioRISE being launched before service availability was boosted and before workforce pipelines were advanced.
- Feedback from parents that had received services for some time from FCFC, but then were taken on by OhioRISE, are calling their FCFC back and reporting that their OhioRISE caseworker has not yet set an initial meeting or is slow to have follow up meetings.
- Communication issues with the OhioRISE CMEs create confusion over which families are being served by which agency—which ultimately takes up the FCFC Coordinator/Director’s time—and the CMEs do not communicate well to the families they serve.
- Some of the agencies that were awarded the CMEs were already not on good terms with FCFCs, which makes cooperative work between OhioRISE and the FCFC more difficult.

These barriers were not only reported by FCFC council members and partners, but also by the parents/young adults served by the FCFC. As one parent shared,

“I got a call at 9:00 PM from OhioRISE. She left a voice mail and said she was my new case coordinator for my son, and I didn’t understand. So, during business hours I asked the FCFC coordinator, ‘what’s going on?’ I called the OhioRISE people back and said we are with FCFC and didn’t sign him up for anything else; it was bad. They said the case was assigned to them, but I didn’t know who they were... They finally stopped calling and I got to stay with the FCFC coordinator. At one time I had three people calling saying they were part of my new care coordination, but I didn’t want to switch. For one, I don’t even know you people, and for two, you aren’t even local!”

Strategies for a Positive Partnership Between FCFC and OhioRISE CME

Interviewed counties that had more positive, less challenging, introductions to OhioRISE attributed the success to one of two factors: the OhioRISE CME was a local provider that had pre-existing and positive partnership with the FCFC, and/or the point of contact for the FCFC at the OhioRISE CME was a previous partner of the FCFC (and therefore understood the functions of the FCFC). Interviewees identified the below opportunities for how to facilitate a positive partnership with CMEs.

- Have CMEs attend FCFC meetings, orienting them to the local context and needs.
- Establish a regular communication cadence and communication strategy between the FCFC Coordinator/Director and a CME representative.
- Establish procedures together (FCFC and CME) that clearly identifies each agency’s role.
- When the CME is external to the FCFC’s county, recommend the CME hire an in-county subcontractor. This strategy has allowed some FCFCs to develop a better relationship with OhioRISE as it keeps services local and is less likely to drain the county’s workforce.
- OhioRISE is useful when looking for placement of youth out of state, because the FCFC and its funds cannot support out of state needs.
- With OhioRISE working with children enrolled in Medicaid, this provides an opportunity to direct FCFC resources towards children non enrolled in Medicaid. However, this only works if the CME has the capacity to serve all qualifying children.

- Ensure the FCFC has at least one council member that is from the CME agency and/or works closely with the CME agency, thereby helping make communications effective between a CME and the county’s FCFC.
- Ensure each FCFC has at least one expert on OhioRISE, its mandates, and other service policies.

Additional Needs Identified by Internal FCFC Stakeholders

Table B7 lists the additional resources interviewed FCFC internal stakeholders identified would help them to overcome the most common barriers their FCFC faces in providing Services Coordination.

Table B7. FCFC Stakeholders Needs (Interview Informants = 37)

Themes	Count
State-Level Resources	
Trainings provided at the state level	10
Funding / funding by OFCF	9
Flexibility in spending dollars / funding streams	5
OCFC transparency and improved communication / clarity	4
Administrative and data entry positions	3
More guidance to councils by OFCF	2
A tool to share resources across county lines (so rural counties can access resources in nearby urban counties), even if it is Teladoc®	1
Connection to other FCFCs throughout the state	1
Marketing materials about the FCFC and OhioRISE to share with families that can be adapted easily by each county	1
More regional reps at the state-level	1
Supplies and technology (e.g., computers, technology to use in limited internet access spots; paper versions of forms)	1
Strategies to improve partner collaboration at the state-level, when they all have different requirements	1
Take care of the attendance letters to mandated members for local FCFCs	1
The database is overwhelming—remove fields such as social security numbers (they are not needed when Medicaid is not involved, and clients do not want to share)	1
Local-Level Resources	
Trainings provided at the local level	5
More information on FCFCs provided to partners	3
More guidance to council members by local FCFCs	2
Accessible FCFC meeting times	1
Additional resources in the community (e.g., residential beds; multisystem therapy program; transportation services)	1
Clear lists of what to do for the transition from one service coordinator to another	1
Emergency funds via membership fees	1
Increased pay for parent representatives	1

Data Needs Identified by Internal FCFC Stakeholders

In interviews, FCFC Coordinators/Directors, council members, and FCFC staff most often reported a desire for the following types of data to better serve their local community.

- **FCFC outcome and impact data.** FCFCs identified that the most reported data are outputs and that there is a need for supporting FCFCs in identifying impact measures and measurement strategies. Currently, most FCFCs discuss outcomes and impacts when they review service plan cases, but the way in which impacts are discussed/tracked are not consistent.
- **Community outcome data** that will support anecdotal observations, such as local drug use among youth, the number of grandparents raising children, aggressive behaviors in youth, families utilizing counseling, number of students in detention on a regular basis, and teen pregnancy.
- **Ohio state population outcome data**, such as child and family health, criminal activity, and percent with a mental health diagnosis. Also, state-level data that is not outdated.
- **FCFC and partner-level data**, such as who has grants, who needs to partner with whom, how is money spent, dollars spent vs. families served, requests made vs. requests met, number of case reviews per month, and how comparable counties compare.
- **Qualitative data** from families to hear directly what their perceived needs are, rather than FCFCs misusing the funds based on assumptions of community needs.
- **Utilization of same youth asset surveys** across counties because it provides real-time data without a 2-year gap between collection and results like the current Ohio Healthy Youth Environments Survey (OHYES!) does.
- **Data collection and sharing methods** that report various local-level data in a comprehensive narrative that does not require FCFCs to do the work (e.g., local dashboard system).
- **Improve the quality of the surveys** at the local level and ensure the surveying method is ethical.
- **OhioRISE program outcomes**, and the extent to which they are impacting communities compared to FCFC.
- **An assessment of what data the state requires FCFCs to report**, including which variables are used effectively and which variables are duplicative/not used by the state.

However, while additional data insights are wanted by some interviewees, it was clearly noted that the internal FCFC stakeholders do not want to be tasked data collection, analysis, or reporting without the funding for hiring staff to manage the data and reporting.

“OASCIS is an example of a system that was initially conceived by the state for the state. It’s a way for the state to get the data they want and to use for their purposes, and we are only told ‘we are advocating for you’ but [we don’t get to see to what end] ... OASCIS doesn’t save the local [FCFCs] any time, it’s just another thing we have to do.” – FCFC Coordinator/Director

Appendix C. Parents’ and Young Adults’ Experience with their FCFC

Parents’ and Young Adults’ Experience with their FCFC

Twenty-seven parents and young adults who are currently or had recently received FCFC services were interviewed (about two each from each of the interviewed 15 counties). Parents and young adults were referred by FCFC Coordinators/Directors to be interviewed by Measurement Resources Company.

Overwhelmingly, interviewed parents and young adults reported positive experiences and outcomes while working with their local FCFC.

Interviewed parents and young adults are highly likely to recommend the FCFC Service Coordination to their friends and families due to the quality and helpfulness of FCFC services they experienced (Table C1). Parents and young adults also most frequently reported increased access to services due to being with FCFC and FCFC’s reliability, knowledge, and empathy is what they value most about FCFC (Table C2). A parent said, “[FCFC] knows the system well enough to know which resources to pursue and which not to pursue.” Parents and young adults felt seen and heard by FCFC staff because they felt FCFC staff kept families’ best interests in mind, were empathetic, responsive, and easy to talk to (Table C3).

Parents/Young Adults Who Have Received FCFC Services

(27 individuals interviewed)

100%

are highly likely to recommend FCFC to others.

100%

felt/feel seen and heard by FCFC staff.

96%

know who to call to restart FCFC services if needed.

100%

felt that they were involved in the service plan decision-making process.

Table C1. Reasons Parents and Young Adults Would Recommend FCFC Services to Others (Parent/Young Adult Interview Informants = 27)

Themes	Count
Good staff (e.g., non-judgmental; friendly; outgoing; patient; kind; understanding)	15
Helpful in getting resources	12
Provides help for the whole family, not just children	6
Knowledgeable about resources	5
They are on top of everything / go above and beyond to help	5
There is good communication / staff are available	4
Experienced a lot of growth since being connected to FCFC	1
The experience has been positive (unspecified reason)	1

Table C2. What Parents and Young Adults Valued Most About Time Spent with FCFC Coordinators/Directors (Parent/Young Adult Interview Informants = 27)

Themes	Count
They helped us access / provided the services or resources we needed	20
Their time / availability / consistency	8
Dedicated staff / going above and beyond	7
The knowledge / they knew of resources I did not	7
Understanding / non-judgmental / empathetic	7
Gained insight / skills to use	4
Staff was genuine, open, honest, respectful, professional, motivating, and/or nice	4
The ability to coordinate services	3
My child's improvement	2
Achievable goals were set for our home	1
Communicated in a way that helped me understand things	1
Helped communicate my needs to other institutions when I was being ignored	1
If they did not have the answer, they would find it	1
My concerns and wants were taken seriously	1
The FCFC Coordinator/Director has a lot of great ideas and resources	1
The level of care they provided to keep families together	1
Their "willingness to come up with new services" (unspecified)	1
They worked well with trying to figure things out for my kids	1

"Because she [the service coordinator] was very, very helpful. She thought of things that I didn't even think of. I couldn't get a copy of my birth certificate for a long time, and she was able to help with that too." – Parent

Table C3. Reasons Parents and Young Adults Feel Seen and Heard by FCFC Coordinators/Directors (Parent/Young Adult Interview Informants = 26)

The FCFC Coordinator/Director...	Count
Listens to information that I share / to my needs	6
Keeps our best interests in mind	5
Adopts an empathetic approach	4
Is easily reachable / responsive when needed	4
Is relatable / easy to talk to	4
Answers all my questions	3
Checks in on my feelings / can read when I am upset	2
Ensures we understand things / keeps us informed	2
Helped provide a positive outcome for my family	2
Holds frequent meetings to discuss new updates	1
Makes the process easy	1
Only shares positive feedback and does not criticize	1
Treats me as a person who can think for myself	1

Parents/Young Adults Share in Decision-Making for Services Received

All interviewed parents and young adults felt that they were involved in the FCFC process when decisions were being made to determine which services their family would receive, with two feeling that they were involved in the process only to an extent. For those who felt involved, the main reason included that the FCFC Coordinators/Directors provided options, while the final decisions were left to the families. In addition, one teenager (with the pseudonym Angela) who used FCFC services reported:

“I felt just as involved as my parents. I felt like it was a whole party. It was very nice because it was the stuff I needed. It felt good that I was treated like an equal party there. Honestly, it was the way the coordinator was talking to me. She talked to my parents and I as a group, not just as ‘Angela’s parents.’ People are looking out for Angela.”

“I felt like every decision was left to me, I didn’t feel like anybody was pushing anything onto me. Making choices for myself, when I would ask people [FCFC Coordinator] they said everything was up to me. They guided me through that process.” – Parent

Some Parents/Young Adults Have a Clear Understanding of FCFC, Some Need a Refresher

When asked how FCFC Service Coordination was explained to them, 41% of the interviewed 27 parents and young adults were not able to recall the explanation or were still unsure what FCFC does; and 67% recalled that the FCFC is a team that facilitates services, advocates for needs, and/or helps with access to resources.

While answering this question, parents/young adults explained what they recalled about when they were first engaging with FCFC. Because they were in a period of crisis, some parents/young adults could only recall how their first experiences with FCFC felt and were carried out. Table C4 highlights those insights.

Table C4. How Service Coordination was Initially Explained/Experienced by Parents and Young Adults (Parent/Young Adult Interview Informants = 27)

Themes	Count
Provided clarity to the situation / easy to understand	11
FCFC came to my home	7
FCFC were detailed in their explanations / explained everything	6
A comfortable environment was provided	4
FCFC helped set goals for the family / assessed the needs	4
Provided a helpful follow-up call after the initial meeting	1

When asked whether parents and young adults received informational resources from their FCFC Coordinator/Director, 81% stated that they did receive handouts such as brochures, website links, and application instructions. Most of them agreed that the information in these resources was easy to understand and if they had questions, the FCFC staff helped to explain things.

“When I get stressed out, I don’t remember everything, and I know [FCFC] explained it but don’t remember how... She didn’t make me feel like I was stupid or like I wasn’t capable of understanding. She made me feel like I was a normal person.” – Parent

Needs Related to Service Coordination Identified by Parents/Young Adults

Twenty-seven parents or young adults answered the question, “What changes to the FCFC Service Coordination would make the services more helpful/useful for you?” Among the 27 interviewed, 12 said that no changes are needed, three stated that the FCFC does not need to change but that outside agencies are the problem, and one parent answered that they do not know if changes are needed. Table C5 shows the changes that the remaining 11 parents or young adults recommend.

Table C5. Changes Parents and Young Adults Would Make to FCFC Service Coordination (Parent/Young Adult Interview Informants = 11)

Themes	Count
Advertise better so families are aware of the FCFC	3
Hire additional staff for crises / quicker communication	2
Be a stronger advocate	1
Be more responsive to messages and phone calls	1
Come to the home to ease travel barriers	1
Hire staff with lived experience	1
Improve knowledge of resources beyond Google searches for FCFC staff	1
Make complicated paperwork easier to complete	1
Provide more documentation of service options	1

“They need to get the information out. It was hard for me to find them, and not until we had a crisis did I know about it. And then it was, ‘we have, this, this and this,’ and I thought, ‘why did I not know about this 10 years ago?’” - Parent
