

Year 2 Report

2018

Grant Agreement Number 152940

January 31, 2019



Prepared by

Portland Leadership Foundation

This week, I read a Facebook post from a foster parent, business owner, and donor to Every Child that read: “Sometimes I just want to scream to the world, ‘Not on my watch!’ As both a declaration and exhortation, it is a statement with which the Every Child community resonates deeply. These are our kids; this is our state. And, it is “on our watch”.

Since the grant with DHS begun—now two years ago—the community is rising to become a force to be reckoned with for kids in Oregon.

In Klamath Falls before a Steering Committee had even been formed, the Mayor asked to meet to be able to share the volunteer opportunities available through Every Child with business partners and civic groups she knows. In Polk and Yamhill counties, the Steering Committees decided to combine efforts because they were “better together”. In Douglas County, a nonprofit organization was established within just three months of a Steering Committee’s first meeting (and, with a start-up grant of \$35,000 from Ford Family Foundation and a completed makeover at the Reedsport office under their belt).

All that said, in a state with a shortage of foster homes, we’re seeing a comprehensive approach—between DHS and community, between Every Child and technology partners, between faith communities and business partners—that is leading to more inquiries, and ultimately more families stepping into fostering. This report tells the story in numbers, in evaluation, and in results that we know will encourage you.

What the report can’t possibly share are the hundreds of individual stories that make up the tapestry that is Every Child. The text message I received on the first day of the #ShowUpOregon campaign from a friend that read: “I read your sweet post just now. Yesterday, we officially started the process with foster care. Dropped off the paperwork. Feeling all the emotions.” This is a firefighter and a stay-at-home mom with three children at home who are saying “YES”.

Another friend (and a colleague) is the guardian for her niece and nephew (along with her other four biological children), and opened their home to a teen and her one-year-old baby girl six months ago. This Spanish-speaking home has been a refuge for this young woman who is blossoming as a result.

There are hundreds of stories just like this; 541, to be exact: the number of certified foster homes that this effort has brought to the agency.

As DHS is well aware, every county in Oregon is unique. Every Child’s model is bending and stretching to the strengths, culture, and climate of each county. In each place where Every Child emerges, the community is rising up in their own ways. As a result, creative collaborations are emerging, new initiatives are being developed and piloted...and ultimately, kids and youth, and those who care for them, benefit.

From the beginning, Every Child Oregon has committed to three core values: Collaborative, Hopeful, Determined. Community engagement, like foster care, is not easy. But, we are determined to fight for every child and family in crisis. We are committed to collaboration with a government agency, with other nonprofit organizations, with foster parents, with communities of color, with businesses, and with faith communities. And, we are intensely hopeful that the community has the resource, the passion, and the commitment to forever change the reality for children in foster care in Oregon. The grant from DHS is allowing Every Child to be bridge builders and to equip bridge builders in each community: to find creative partnerships and innovative opportunities, to link arms in the work and be ambassadors to those who may have never walked through the doors of a DHS Office, to fling the door wide and imagine new possibilities.

In 2018, Every Child established a 22 percent matriculation rate of inquiries to certification for foster families. Our average number of foster inquiries are continuing to climb, and we saw a noteworthy increase in inquiries from communities of color (to 19 percent in 2018). More than \$429,240 was donated towards the matching grant with DHS, and makeovers of DHS visitation rooms valued at more than \$70,000 happened in across Oregon this year.

Thank you for linking arms with us in this work, for busting down barriers, and for celebrating the community’s radical generosity for Oregon’s most vulnerable children, and those who care for them!

For Oregon’s Children,



Brooke Gray

Executive Director of Government Partnerships, Portland Leadership Foundation

Table of Contents

Background	4
Executive Summary	5
Reporting on Key Indicators	6-11
Reporting on Additional Program Outcomes	12-24
Recommendations	25-28
Appendix	29-40

Background

In 2012, the community in Portland initiated a new posture with Oregon's Department of Human Services (DHS) by actively caring for children in foster care and those who care for them, including DHS employees. Under the umbrella of Portland Leadership Foundation (PLF), the Embrace Oregon initiative emerged.

In its first four years, Embrace Oregon produced unprecedented results:

- 3,800+ volunteers involved
- 750+ tangible needs met for children in care
- 15,000+ Welcome Boxes made for children entering care
- 15 makeovers/beautification projects at DHS offices, totaling nearly \$400K in financial and in-kind donations
- More than 550 foster family inquiries since 2015 (21% of inquiries came from outside the Portland Metro in 2016)

In 2015, DHS asked PLF to expand Embrace Oregon's efforts under a new statewide brand: Every Child. With 11,191 children spending at least one night in foster care in Oregon and only 3,881 active foster homes available, it was clear that the crisis shortage of foster homes extended beyond Portland.

PLF launched Every Child as a pilot initiative in Lane, Jackson, and Josephine counties in Fall 2015 to serve the needs of children entering foster care across the state, in partnership with DHS. By 2016, Every Child was growing exponentially; by 2016, two local non-profit organizations—backbone organizations¹--emerged in District 5 and District 8 to lead this effort in the community.

Every Child was working. Developed as a statewide initiative that seeks to connect caring Oregonians with opportunities to support vulnerable children and families, Every Child strives to increase the recruitment and retention of families who are willing to open their home to children in crisis. The strategy is simple: invite Oregonians to contribute to the need in their community by providing tangible goods or services, volunteering or caring for a child. By providing easy ways to engage, community members who likely never would foster parent initially are interacting with child welfare in meaningful ways. And, many eventually step into foster parenting because of their experiences.

With a record number of foster families stepping forward in the Portland Metro area and quick success in Districts 5 and 8, DHS awarded Every Child a matching grant to expand to all 36 counties in the state of Oregon by 2022. The following is a detailed report of the progress made in Every Child's expansion efforts for January 1 – June 30, 2018, and results yielded.

¹ https://ssir.org/articles/entry/collective_impact

Executive Summary

Under the terms of grant agreement #152940, the Portland Leadership Foundation was charged with expanding the Every Child model to all 36 counties in the state of Oregon over the next five years. So far, Every Child is on track in 2018 to outperform previous years in terms of foster parent and volunteer recruitment.

- **County Expansion:** By the end of the reporting period on December 31, 2018, Every Child has a presence in 17 out of 36 Oregon counties: Benton, Clackamas, Columbia, Coos, Crook, Deschutes, Douglas, Jackson, Jefferson, Josephine, Lane, Linn, Marion, Multnomah, Polk, Washington and Yamhill. Additionally, exploratory trips have already been made and work is beginning in Curry, Lincoln, and Klamath. Every Child affiliates are established (and Licensing Agreements signed²) in the following 10 counties as of December 31, 2018: Benton, Clackamas, Columbia, Coos, Douglas, Jackson, Josephine, Lane, Linn, Marion, Multnomah, Washington.
- **Counter Narrative:** In the second half of 2018, Every Child launched a statewide marketing campaign. There was a total of 16 mentions in the media from Every Child Statewide and local affiliates: nine radio appearances, four newspaper articles and three TV appearances. Every Child also continued distributing regular newsletters to an audience of 4,271 individuals.
- **Recruitment Outcomes:** Over the last six months of 2018, Every Child connected with **1,315 families across the state of Oregon.** The percentage of minority populations that inquired to become a Foster Parent or Adopt in Q3 & Q4 of 2018 (removing all who indicated they identified as White or non-identified) was 19.17%, compared with 16% in Q1 & Q2 of 2018 (16.97% for the entire year of 2018) and only 10% in the entire year of 2017. Through 11/26/18, Every Child has seen 124 new Certified Foster Providers in 2018, and 541 new Certified Foster Providers since inception.
- **Foster Family & Adoption Inquiries:** In the last six months of 2018, 459 contacts expressed interest in foster care or adoption. In the entire year of 2018, we had a total of 934 families inquire about foster care or adoption.
- **Additional Inquiries:** In the last six months, 555 contacts expressed interest in volunteering; 305 in meeting tangible needs; 385 in providing respite care; 107 in providing financial donations; and 418 in receiving newsletter updates. In the entire year of 2018, we had a total of 1,222 contacts interested in volunteering; 766 in meeting tangible needs; 785 in providing respite care; 327 in providing financial donations; and 976 in receiving newsletter updates.
- **Community Engagement:** In the last half of 2018, Every Child mobilized over 1,660 community members to engage with their local Child Welfare agency, either by volunteering their time or meeting a tangible need for children and youth in foster care. In Q4, 12 DHS rooms were made over, thanks to some funds received from the Walmart grant, local businesses, partners and community members showing up for their DHS offices.
- **Fundraising:** Every Child Service Center and county affiliates raised \$589,528, 66% of which was in the form of individual donations or fundraising events, and 34% as grant funding.

² Embrace Oregon is also an initiative of Portland Leadership Foundation (PLF) and does not have a Licensing Agreement with Every Child Oregon, as a result.



Reporting on Key Indicators

Reporting on Key Indicators

a. Number of Foster Family Inquiries

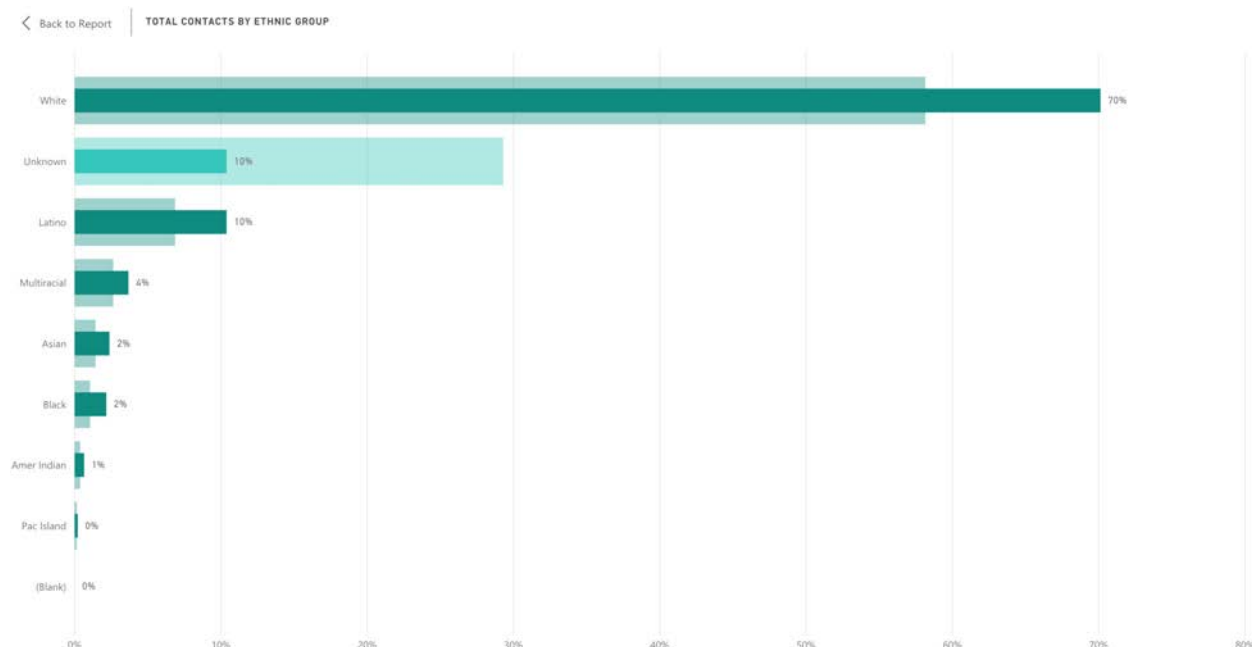
In 2018, between July 1st and December 31st, Every Child received 459 foster and adoption inquiries. In the entire year of 2018, we had a total of 934 families inquire about foster care or adoption.

By demographic, 88% of contacts who expressed interest in foster care were female; 63% are between 30- and 49-years-old; and 70% identify as White.

While 10% of foster care inquires during Q3 & Q4 2018 did not provide their ethnic identity, 10.39% identified as Latino, 3.68% Multiracial, 2.38% Asian, 2.16% Black, and .65% American Indian (see Figure 1). This is mostly reflective of the demographics of Oregon³.

In 2017, 49% of foster care inquires in 2017 did not provide their ethnic identity. Of those who did provide more detailed demographic information, 41% identified as White, 4% Latino, 3% Multiracial, 1% Asian, 2% Black, and .23% American Indian. This data demonstrates that improvements have been made in engaging minority populations when compared with the previous year, particularly among the Latino Community. However, more work is needed to effectively engage communities of color, as a disproportionate number of children in care are from these communities.

Figure 1. 2018 Foster Parent Inquires by Ethnic Group



Source: Every Child Inquiry Data System, Point-in-time January 15, 2019

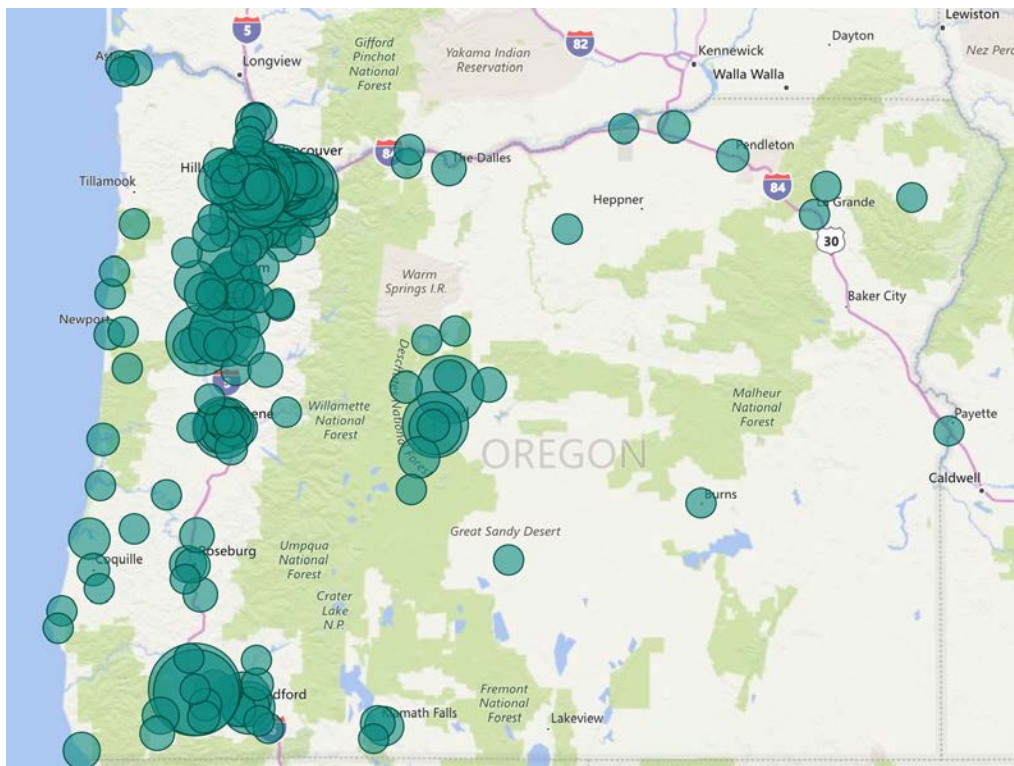
³ Oregon's census data from 2016 reveals that 87% of Oregonians identify as White, 12.8% as Latino, 3.8% Multiracial, 4.5% Asian, 1.8% American Indian, and 2.1% Black, <https://www.census.gov/quickfacts/OR>.

By county, the following number of contacts expressed interest in fostering and adopting during Q3 & Q4 of 2018:

- 3 in Harney & Jefferson
- 4 in Umatilla
- 6 in Klamath, Morrow & Tillamook
- 6 in Clatsop, Curry & Lake
- 6 in Yamhill
- 7 in Columbia & Lincoln
- 7 in Benton
- 8 in Coos
- 17 in Douglas & Jackson
- 25 in Lane
- 26 in Linn & Polk
- 27 in Josephine
- 32 in Deschutes
- 40 in Marion
- 44 in Clackamas
- 87 in Washington
- 104 in Multnomah

Higher numbers of inquiries are coming from counties where there is established Every Child work or where Every Child is set to launch in the coming months. This is particularly true in Deschutes, Douglas, Jackson, Josephine, Lane, Linn & Benton, Marion, Polk, Yamhill, and in the Portland Metro Area (see Figure 2).

Figure 2. Concentration of Every Child Total Inquiries by Zip Code



Source: Every Child Inquiry Data System, Point-in-time January 15, 2019

b. Number of New Certified Foster Providers *

Every Child has seen 55 new Certified Foster Providers between 7/1/18-11/26/18 (Every Child is awaiting another match file from DHS at the time of this report). From January to June (1/1/18-6/30/18) there were 69 new Certified Foster Providers. Through 11/26/18, Every Child has seen 541 Certified Foster Providers since inception.

c. Qualitative Surveys of Embrace Oregon and Every Child Foster Providers *

Every Child has been working towards identifying certified foster parents who came to the agency through Every Child Oregon and working on implementing processes to distinguish those from the other previously certified foster parents (prior to engaging with Every Child). The Every Child Service Center (ECSC) is in the process of solving this issue with the development of the new CRM tool, using Microsoft Dynamics. Once this issue is resolved, Every Child will develop qualitative surveys which will be distributed to foster providers for the purposes of better understanding their experience and evaluating the effectiveness of interventions.

d. Every Child General Foster Provider Retention *

The Every Child Service Center is currently developing processes to effectively engage identified foster providers via targeted communication, while piloting services to engage and support families with children in foster care.

e. Number of Volunteers

During the last two quarters of 2018, Every Child affiliates in Benton, Columbia, Coos, Douglas, Jackson, Josephine, Lane, Linn, and Portland Metro counties mobilized 1,664 volunteers to support Oregon foster children and families, and DHS staff.

Table 1. Number of Volunteers by County by Quarter

COUNTY	Q1	Q2	Q3	Q4	TOTAL
Columbia	-	60	5	35	100
Coos	90	75	60	40	265
Douglas	-	-	-	15	15
Jackson	82	116	80	102	380
Josephine	80	125	30	30	265
Lane	120	230	60	150	560
Linn/Benton	85	85	64	151	385
Portland Metro	142	315	97	805	1,359
TOTAL	599	1,006	396	1,328	3,329

Source: Every Child Affiliate Quarterly Reports for 2018

Note: Our data shows we have 1,643 volunteers mobilized through FPNO, and some counties have counted or omitted these from their total number of volunteers in the respective quarter. Volunteers have also been mobilized in Crook, Deschutes, Jefferson, Polk and Yamhill counties, however, since these counties do not yet have a backbone organization in place, they are under no formal obligation to track or share data.

In addition to volunteer opportunities, Every Child invites community members to donate in-kind gifts in the form of meeting tangible needs and items donated towards DHS office makeovers.

f. Dollar Amount Raised to Fund Local Backbone Organizations

From July 1 - December 31, 2018, the Every Child Service Center and county affiliates raised \$589,528, 66% of which was in the form of individual donations or fundraising events, and 34% as grant funding (Table 2).

Table 2. Dollar Amount Raised by County, by Quarter, by Source

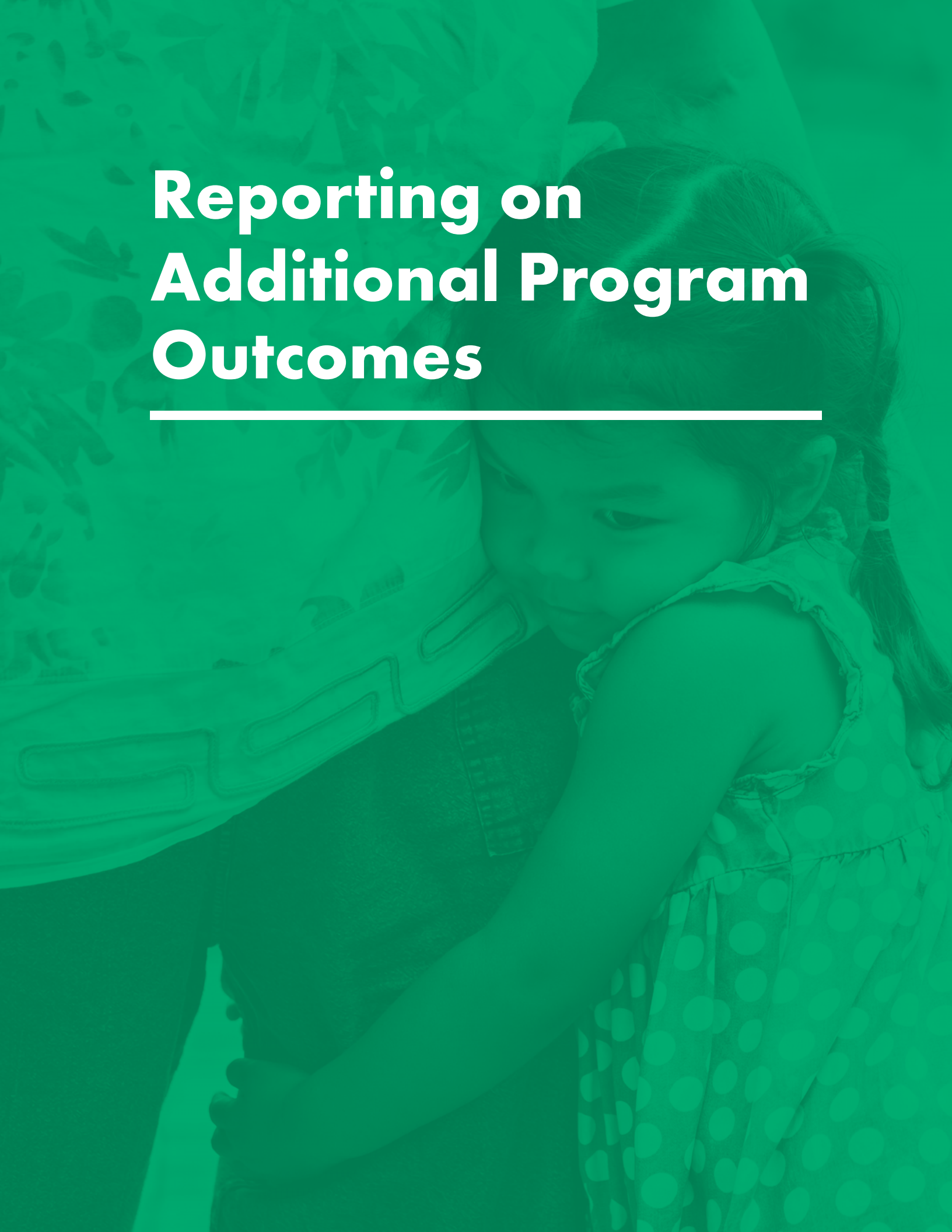
COUNTY	Individual Donations	Fundraising Events	Grant Funds	Total Raised
Columbia	\$7,300	\$0	\$5,000	\$12,300
Q1	\$0	\$0	\$0	\$0
Q2	\$7,300	\$0	\$5,000	\$12,300
Q3	\$0	\$0	\$0	\$0
Q4	\$0	\$0	\$0	\$0
Coos	\$11,627	\$0	\$0	\$11,627
Q1	\$3,917	\$0	\$0	\$3,917
Q2	\$3,210	\$0	\$0	\$3,210
Q3	\$2,250	\$0	\$0	\$2,250
Q4	\$2,250	\$0	\$0	\$2,250
Douglas	\$500	\$0	\$34,500	\$35,000
Q1	\$0	\$0	\$0	\$0
Q2	\$0	\$0	\$0	\$0
Q3	\$0	\$0	\$0	\$0
Q4	\$500	\$0	\$34,500	\$35,000
Jackson	\$30,861	\$18,381	\$17,500	\$66,742
Q1	\$11,558	\$10,950	\$0	\$22,508
Q2	\$7,895	\$1,068	\$17,500	\$26,463
Q3	\$1,683	\$2,550	\$0	\$4,233
Q4	\$9,725	\$3,813	\$0	\$13,538
Josephine	\$10,858	\$1,505	\$46,000	\$58,363
Q1	\$4,608	\$0	\$5,000	\$9,608
Q2	\$1,879	\$0	\$28,500	\$30,379
Q3	\$814	\$1,505	\$0	\$2,319
Q4	\$3,557	\$0	\$12,500	\$16,057
Lane	\$22,600	\$17,500	\$72,500	\$112,600
Q1	\$0	\$12,000	\$0	\$12,000
Q2	\$0	\$3,000	\$12,500	\$15,500
Q3	\$8,600	\$2,500	\$0	\$11,100

Q4	\$ 14,000	\$0	\$60,000	\$74,000
Linn/Benton	\$16,712	\$375	\$39,300	\$56,387
Q1	\$12,500	\$0	\$0	\$12,500
Q2	\$525	\$0	\$15,000	\$15,525
Q3	\$2,637	\$375	\$16,800	\$19,812
Q4	\$1,050	\$0	\$7,500	\$8,550
Portland Metro	\$271,602	\$80,348	\$18,310	\$370,260
Q1	\$24,082	\$0	\$0	\$24,082
Q2	\$68,286	\$39,758	\$3,310	\$111,354
Q3	\$25,532	\$40,590	\$10,000	\$76,122
Q4	\$153,702	\$0	\$5,000	\$158,702
Service Center	\$236,835	\$0	\$190,100	\$426,935
Q1	\$2,815	\$0	\$125,000	\$127,815
Q2	\$112,325	\$0	\$10,100	\$122,425
Q3	\$102,150	\$0	\$25,000	\$127,150
Q4	\$19,545	\$0	\$30,000	\$49,545
Q1 + Q2	\$260,900	\$66,776	\$221,910	\$549,586
Q3 + Q4	\$347,995	\$51,333	\$201,300	\$600,628
2018 Total	\$608,895	\$118,109	\$423,210	\$1,150,214

Source: Every Child Affiliate Quarterly Reports for 2018

Note: Columbia County had signed their licensing agreement in Q2 of 2018, hence did not have any data to submit in Q1. Douglas County also signed their licensing agreement in Q4 of 2018, and did not have any data for Q1-Q3.

Reporting on Additional Program Outcomes



a. Development or Implementation of Procedures for Engagement Between DHS and Community Partners

STRENGTHENING THE EVERY CHILD SERVICE CENTER

As Every Child expands across the state, communities will be mobilized and empowered in each county to link arms with DHS in a unique and impactful partnership. The Every Child initiative was developed as a federated model in order to establish local ownership and ensure long-term sustainability. The intention of this structure is to respect the diversity, nuance, and local context of each county and allow for freedom to adapt and contextualize the Every Child model in a way that is responsive to local capacity, strengths, needs, and interest.

Over the last six months, PLF continued to invest in strengthening the Every Child Service Center (ECSC) to support local affiliates in brokering partnerships between DHS and the community while also alleviating infrastructural burden. With the financial support of DHS through grant agreement #152940, the Every Child team enhanced the Service Center to maximize value for local affiliates by making investments in operational infrastructure, hiring additional staff, launching county specific websites and marketing materials, continuing to provide a strong counter narrative through our storytelling platforms, and executing a statewide marketing campaign to recruit foster parents and community members to “Show Up” for Oregon’s children.

One of the most exciting investments of the last 6 months has been the development of a new Customer Relations Management (CRM) tool that will increase capacity to respond promptly and with an even higher level of customer service to prospective foster parents and volunteers.

Lastly, the ECSC is also continuing to enhance the development of the Statewide Learning Community. All of these outcomes were made possible by DHS’s continued support and investment in Every Child.

Staffing: The ECSC has also added several new staff to increase capacity and expertise of the Statewide Team.

- Sunita Szabo was hired as a Foster Parent’s Night Out Coordinator. Sunita provides oversight and support to both Every Child affiliates and FPNO sites as they launch and maintain FPNO in their communities.
- Rachael Van Klompenberg began work in November as an Every Child Field Engagement Administrator. In her short tenure with the Every Child team, Rachael has already been able to increase capacity for the ECSC by providing critical administrative support and overseeing Every Child’s social media communications.

Website: The ECSC provides technical assistance to support each Every Child affiliate in creating their own county-specific website at no cost to the affiliate. These county-specific websites are an important platform for creating awareness about the foster care crisis in each community and also offers helpful information about specific ways to get involved, either by becoming a foster parent, meeting tangible needs, or volunteering. While each county website reflects the statewide brand and tone, they showcase volunteer opportunities specific to their county and relevant news and updates. In the last six months, The following counties developed and deployed their own county specific website with the support of the ECSC:

- **Every Child Douglas County** <http://everychilddouglas.org/>
- **Every Child Marion County** <http://everychildmarion.org/>

Counter-Narrative: Every Child remains committed to providing a strong counter-narrative to the stereotypes associated with foster care. Every Child launched the Power of Showing Up Campaign, which ran from September 4 to October 31, implementing strategies to recruit foster providers and volunteers through billboards, radio, Google ads, and sharing consistent stories via social media and encouraging influencers to like, share and post their own content using the #showuporegon hashtag.

Every Child had 16 total media appearances between July 1 and December 31, 2018, bringing the total to 42 media appearances for the year (see Table 3).

Table 3. Total Every Child Media Appearances in 2018 by County and Type

County	Radio	Newspaper	TV	TOTAL
Benton	1	3	1	5
Q1 + Q2	1	3	1	5
Q3 + Q4	0	0	0	0
Columbia	2	1	0	3
Q1 + Q2	0	1	0	1
Q3 + Q4	2	0	0	2
Coos	6	1	1	8
Q1 + Q2	6	0	1	7
Q3 + Q4	0	1	0	1
Jackson	7	1	4	12
Q1 + Q2	1	0	2	3
Q3 + Q4	6	1	2	9
Josephine	5	1	0	6
Q1 + Q2	4	1	0	5
Q3 + Q4	1	0	0	1
Lane	0	1	0	1
Q1 + Q2	0	1	0	1
Q3 + Q4	0	0	0	0
Multnomah	0	0	1	1
Q1 + Q2	0	0	1	1
Q3 + Q4	0	0	0	0
Statewide	0	4	2	6
Q1 + Q2	0	2	1	3
Q3 + Q4	0	2	1	3
Q1 + Q2	12	8	6	26
Q3 + Q4	9	4	3	16
2018 Total	21	12	9	42

Source: Every Child Affiliate Quarterly Reports for 2018

Social Media: Since the last reporting period, the ECSC has conducted some further analysis, particularly on the results of The Power of Showing Up Campaign. The findings revealed that social media remains the primary avenue through which community members learn about Every Child and subsequently complete inquiry forms. To better leverage social media for foster parent and volunteer recruitment, the ECSC decided to create location pages for each of the affiliates. This will allow affiliates to more specifically market to their respective communities, sharing more locally relevant content and promote local Every Child events such as Explore Fostering Coffee Houses and Volunteer Orientations. The shift to location pages is also likely to increase the SEO (Search Engine Optimization) and increase the web presence of Every Child.

Between July 1 and December 31, 2018, the number of Every Child Facebook followers increased by 1,345 (31.4%) from 4,287 to 5,632, (see Figures 3 and 4), while the Embrace Oregon Facebook followers increased by 475 (4.1%) from 11,604 to 12,079. At the end of the reporting period, Every Child has a following of 17,711 individuals between the two platforms which is a 11.5% increase over the last 6 months.

Figure 3. Embrace Oregon Facebook Page Followers from July 1 to December 31, 2018

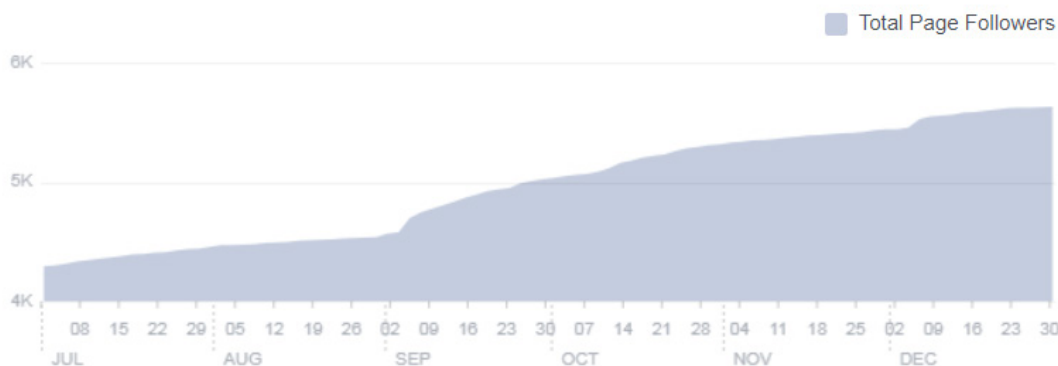
Total Page Followers as of Today: 12,079



Source: Every Child Facebook Insights January 16, 2019

Figure 4. Every Child Facebook Page Followers from July 1 to December 31, 2018

Total Page Followers as of Today: 5,632



Source: Every Child Facebook Insights January 16, 2019



Social media continues to be one of the most powerful tools in raising awareness about the need for more foster families in Oregon. ECSC and local affiliates are constantly sharing stories of collaboration, determination, and hope while inviting the community to link arms with their local DHS office and join the effort. In Q3 & Q4 2018, Every Child Oregon Facebook pages received 138,928 engagements⁴, and a total of 298,128 engagements for the entire year of 2018, compared with 230,492 in 2017. The combined reach of all posts during Q3 & Q4 2018 is 1,374,936 and a total of 2,298,298 for the entire year of 2018, compared with a combined reach of 2,779,979 in 2017.

The decline in combined reach from 2017 to 2018 was largely due to Facebook's announced change in their algorithm in January of 2018 to prioritize content from friends over publishers (whether nonprofit organizations or businesses). The increase in overall engagement was attributed to more video content along with asking ambassadors and influencers to comment on, like and share posts made by Every Child Oregon, along with posting their own content and using the #ShowUpOregon hashtag.

CRM Database and Evaluation Tools: Every Child Oregon began working with Armanino LLP in June 2018 to begin implementing Microsoft Dynamics 365 as the Every Child CRM tool to be able to effectively and efficiently manage the increasing number of inquiries received through the Every Child and Embrace Oregon websites.

During this journey, Every Child and Microsoft Philanthropies began to discuss developing an end to end solution. Microsoft's Tech for Social Impact team sent a Dynamics 365 architect to visit the Every Child Service Center in November 2018 to do a deep dive to better understand Every Child's business processes and capabilities, in order to provide suggestions on next steps to pursue in the development of technology solutions.

Taking the suggestions of the Microsoft Dynamics architect, the Every Child Service Center team is looking to transition to Microsoft's Not For Profit Common Data Model in early 2019 to allow a synergistic approach to developing new applications, as well as adapting existing solutions to drive community engagement in Oregon.

Consulting and Training: The ECSC is committed to provide on-going consulting and technical assistance to counties as they seek to embody the Every Child model and become fully established in their community. Over the last 6 months, the ECSC made regular visits to

- Douglas and Central Oregon counties to support ongoing community mobilization efforts.
- Benton, Columbia, Coos, Jackson, Josephine, Lane, Linn, Marion, Polk, and Yamhill counties for in-person meetings with local affiliates to provide continued support and ensure sustainability.
- Curry, Klamath, and Lincoln counties to begin catalyzing Every Child expansion efforts in those communities.

Every Child Learning Community: As Every Child expands across the state, the ECSC has developed a community of learning to inspire innovation, build capacity, and share best practices and lessons learned.

- In the fall of 2018 the ECSC gathered representatives from each of the affiliate counties for a two-day learning and training event that covered topics such as:
 - o Tactics for foster parent recruitment and support

⁴ *Engagement is defined as all reaction types (likes, comments, shares, etc.), Reach is defined by number of times content has appeared on a user's screen

- o Volunteers management
 - o Engaging business
 - o Managing finances and fundraising
- The ECSC continued to host monthly capacity building webinars for affiliate Directors and quarterly all staff conference calls to further build community of practice among the Every Child affiliates and provide regular training opportunities for Every Child staff.



Every Child Learning Community: Every Child Affiliate Directors and Staff

Affiliate Sustainability: The ECSC enlisted the support of a grant writer to research and identify possible funding opportunities in each of the counties and developed one-page guidance documents for each affiliate with contact information and important specifics about the foundations or possible grants. The ECSC is committed to helping affiliates identify possible grant opportunities, brokering relationships with potential funders, and supporting the local Every Child backbone organizations in the application process with language and data points. Since the last reporting period, the ECSC was able to open up a potential funding opportunity with the Oregon Community Foundation (OCF) for several affiliates to which Columbia, Linn/Benton, and Jackson all submitted proposals (Lane, Josephine, and ECSC all received grants from OCF in 2018).

Partnership with Miss Oregon: In July 2017, Every Child was selected as the passion project and statewide platform of the Miss Oregon Scholarship Program. The ECSC hosted a training for the newly appointed Miss Oregon and Miss Oregon's Outstanding Teen to equip them with greater understanding of the foster care system and empower them with talking points to serve as the Good Will Ambassadors for Every Child. Both titleholders got involved with the Show Up campaign as well as participated in DHS holiday parties and the Tens for Teens gift card drive.

Partnership with Walmart Foundation: Every Child was awarded a \$45,000 grant from the Walmart Foundation to fund makeovers of DHS visitation rooms and lobbies in 6 Every Child Counties: Coos, Columbia, Crook, Deschutes, Douglas, and Linn. Since the last reporting period, makeovers were conducted in the Reedsport DHS Office in Douglas County and Coos County's Child Welfare Office, which created incredible impact for DHS caseworkers, as well as the children and families who utilize these spaces every week.

"The remodel has created a warm, welcoming space for foster children, families, and staff. The new flooring is easy to clean and brightens up the room and the new furniture is comfortable and inviting for kids to snuggle with their parents. One family on visitation started using the brand new table and chairs for family crafts which they were not able to do before. The staff say the space is now so much more functional, providing space for visits and community meetings, plus the bonus is they have a place to take lunch breaks away from their desk!" – Community member involved in the Every Child Douglas County makeover



Before

After

b. Relationships and Collaborative Works Completed, In Process, or Planned

Every Child Expansion

Under the terms of the grant agreement, PLF was charged with expanding the Every Child model to all 36 counties in the state of Oregon by 2022.

Only 1 year after Every Child officially launched in January of 2017, Every Child was present in 13 counties: Clackamas, Multnomah, Washington, Benton, Coos, Columbia, Jackson, Josephine, Lane, Linn, Marion, Polk, and Yamhill. In 2018, the goal was to continue to strengthen efforts in each of these counties, working to ensure viability for the long term. The Every Child Service Center dedicated considerable time, travel, and resources to provide technical consulting and support to Every Child Affiliates to ensure successful implementation of new initiatives and sustainability.

Additionally, in order to continue to expand the Every Child model across the state, 6 more counties were identified as areas of focus for 2018. Based on the numbers of children in care, as well as growing interest in the community, Deschutes, Douglas, Crook, Jefferson, Klamath, and Lincoln counties were selected. In the last 6 months, the ECSC regularly traveled to Douglas, Deschutes, Jefferson, and Crook and began grassroots community mobilization efforts in these counties.

Below is a brief overview of the progress made in each of the counties that have been the focus of Every Child expansion efforts in the last 6 months.

Established Counties are counties where Every Child has an established affiliate in the community and there is a collaborative and dynamic partnership between DHS and the community.

Established counties include:

- Benton
- Clackamas
- Columbia
- Coos
- Jackson
- Josephine
- Lane
- Linn
- Multnomah
- Washington

Since the last reporting period, there were makeovers of 12 different rooms at DHS offices, 1,664 volunteers mobilized, 708 foster families supported with respite care through Foster Parents' Night Out, thousands of gift cards and Christmas gifts donated for children and youth in foster care, monthly foster parent and volunteer recruitment events held, countless tangible needs of kids in care met, and \$589,528 raised by local Every Child affiliates in these 10 communities.

Training and Implementing Counties are counties where the local affiliate organization receives training from the Every Child Service Center, and day-to-day operations transition to the local organization. Local organizations are responsible for fundraising to cover operation expenses. Once established, the local affiliate will maintain community partnership with DHS, coordinate volunteer efforts, demonstrate hospitality and continue to build relationships.

Counties that are currently in the training and implementation phase include:

- Douglas
- Marion

In the last 6 months, Licensing Agreements have been issued to the identified local backbone organizations establishing them as local Every Child affiliates. In Douglas County, the Steering Committee decided to establish their own non-profit, Empowering Community Hope Organization (ECHO). ECHO has established a board of directors and has invested a lot of energy in developing organizational infrastructure and developing their staffing model. ECHO was also awarded a sizable grant from the Ford Family Foundation to support the launch of Every Child in Douglas County. In Marion County, CASA of Marion County is now operating as the local Every Child affiliate.

In both counties, the Every Child Service Center has invested in training and equipping each affiliate with tools for great sustainability and success. Each affiliate has worked to create their own website and social media presence. They have also received a handbook of Every Child templates, database tools, and marketing tools specific to their community. While both counties are continuing to build infrastructure and build relationships with the local DHS leadership, they also are offering on-ramps for the community to engage in meeting tangible needs of children in care by making Welcome Boxes, providing hospitality to DHS, and volunteer opportunities such as Office Buddies and cleaning teams for visitation rooms at DHS offices. Douglas County also just completed a makeover of the Reedsport Child Welfare Office. Both communities are planning their formal launch events for the coming months.

Developing Counties are defined as counties where the Every Child Committee begins to unroll initiatives locally while identifying or establishing a non-profit organization that can serve as the local affiliate of Every Child. An Implementation Timeline and Work Plan is created, and once a backbone is identified a Licensing Agreement is issued and signed.

Counties in the Developing Phase include:

- Deschutes, Crook, and Jefferson
- Polk
- Yamhill

A robust and diverse steering committee has been formed in Central Oregon with representation from all three counties in District 10: Deschutes, Crook, and Jefferson. The Steering Committee has invested considerable effort in conversations with Neighbor Impact over the last 6 months. With a mandate to serve all of D10, it is likely that Neighbor Impact will serve as the backbone for Every Child Central Oregon which will provide some critical infrastructural support and allow Every Child Central Oregon the ability to begin applying for grants and other fundraising opportunities.

Polk and Yamhill steering committees have also recently decided to explore combining efforts to either identify an existing nonprofit that can serve as the backbone for both communities or establish a new non-profit together. In the interim, both counties are engaging the community in opportunities to partner with the agency by making Welcome Boxes, Launch Boxes, dropping off goodies to DHS offices, and organizing makeovers of visitation rooms and lobbies. Yamhill is continuing to coordinate Foster Parent's Night Out (FPNO), while Polk is in the planning stages to launch FPNO in the fall.

"Sometimes it feels like this job is not a helping job, but with the assistance of Every Child, we get to help out clients in ways they feel most supported. Not to mention they support our workers and it's so encouraging! Thank you so much!" – DHS Caseworker, Yamhill County

Planning Counties are counties where Every Child is laying the foundations for work in the community by seeking to identify the persons of influence and caring community members with the passion and motivation to bring about change in their society and form these individuals into a steering committee.

Counties in the planning phase include:

- Curry
- Klamath
- Lincoln

In all of three of these communities, collaborative conversations have taken place with DHS leadership in these communities to better understand the context and key community stakeholders that should be consulted in the process. In both Curry and Klamath, community informational meetings have taken place and steering committees are being formed.

Figure 5. Every Child County Progress Report

This spreadsheet provides a snapshot of the progress that has been made to date in each of the counties where Every Child has begun expanding. While the steps outlined here do not necessarily reflect the fluidity and dynamic nature of grassroots community mobilization, it is a helpful tool for providing a broad overview of the status of each of the counties, the work that has been accomplished, and the steps that remain. The colored boxes indicate steps completed.

Every Child County Progress Report. *colored boxes indicate steps completed (last updated 1.18.2019)																
2017-2018 Counties	Point of Contact	Community Info Meeting	Meeting with DHS	Every Child Lead/s identified	Steering Committee Established	Hospitality to DHS	Implementing Initiatives	Backbone Identified	Non-profit Created	Staff Hired	Board of Directors Established	EC DHS Certifier in place	Launch Event	Social Media Training Complete	County Website Launched	Licensing Agreement Signed
Benton									N/A							
Columbia									N/A	in process						
Coos										in process						
Crook																in process
Deschutes																in process
Douglas													in process			
Jackson																
Jefferson																in process
Josephine									N/A							
Klamath																
Linn									N/A							
Lane									N/A							
Marion									N/A						in process	
Polk								in process								
Yamhill								in process								

Last updated January 18, 2019

c. Recruitment, Development, and Support Directed to Foster Homes

On average, it takes three years for an individual to step into foster parenting after first becoming aware of the need in the community. Rather than create a paradigm that says, “become a foster parent or do nothing,” the spirit of Every Child is to invite the community to bring whatever they have to the table. In doing so, community members have opportunities to engage at whatever level is most comfortable and gain greater awareness of the needs of children and families intersecting with Child Welfare. As they have positive and meaningful experiences volunteering or meeting a tangible need, they are more likely to step into deeper and deeper levels of engagement until, over time, they are ready to become a resource for children in care.

Through statewide expansion efforts, Every Child connected with 1,315 families in Q3 & Q4 of 2018 (see Table 4). In addition to the 459 contacts who expressed interest in foster care and/or adoption, 555 were interested in volunteering; 385 in providing respite care; 305 in meeting tangible needs; 418 in receiving newsletter updates; and 107 in donating.

Table 4. Total number of Every Child inquiries in 2018 by type

Reporting Period	Foster & Adoption	Volunteer	Respite	Tangible Needs	Newsletter	Donate	Total
Jan – Jun	475	667	404	461	558	220	1,623
Jul – Dec	459	555	385	305	418	107	1,315
2018 Total	934	1,222	789	766	976	327	2,938

Source: Every Child Inquiry Data System, Point-in-time January 15, 2019

Volunteer opportunities include:

- DHS Makeovers
- DHS Office Support
- DHS Staff Appreciation Events
- Foster Parents Night Out
- Mentoring
- Office Buddies
- Royal Family Kids Camp
- Support for Foster Families
- Transportation

Respite care opportunities include:

- Babysitting
- Childcare
- Respite Care for foster families
- Safe Families

Meeting tangible needs includes:

- Boxes of Love
- Emergency Needs from DHS Caseworkers
- Goods or Services for DHS Makeovers
- Goods or Services for DHS Staff Appreciation
- Launch Boxes
- Stock the DHS Snack Pantry
- Welcome Boxes

By county, the following outlines the number of contacts that expressed interest in each category (Table 5). Please note that individual contacts can express interest in multiple types of support. Total contacts represent unique individuals—not the sum of contacts across all types.

Table 5. Total Number of Contacts in 2018, by Interest and County

County	Foster	Adoption	Volunteer	Needs	Respite	Donation	Newsletter	Total
Benton	17	9	69	38	37	17	49	122
Clackamas	98	35	109	65	77	12	84	273
Clatsop	4	1	1	0	1	0	3	7
Columbia	3	1	8	3	5	0	11	20
Coos	12	4	9	6	7	5	11	34
Crook	3	0	1	0	1	0	1	4
Curry	3	0	2	1	3	1	2	6
Deschutes	44	18	36	23	33	9	28	95
Douglas	22	8	16	11	15	2	23	52
Gilliam	0	0	1	1	0	0	1	1
Grant	0	0	0	0	0	0	1	1
Harney	2	1	0	0	0	0	0	2
Hood River	1	1	1	0	1	0	1	3
Jackson	19	5	74	28	24	16	30	117
Jefferson	3	0	3	0	2	0	3	6
Josephine	79	27	219	240	98	68	158	446
Klamath	5	2	5	4	3	2	13	19
Lake	1	1	4	1	1	1	1	4
Lane	47	13	62	48	58	16	37	152
Lincoln	7	2	3	3	2	0	3	9
Linn	18	9	54	25	25	8	39	100
Malheur	0	0	0	0	0	0	1	1
Marion	41	17	63	34	35	10	30	121
Morrow	1	1	1	1	1	1	0	2
Multnomah	212	64	258	126	195	115	195	667
Polk	24	11	26	17	22	6	18	57
Sherman	0	0	1	0	1	0	0	1
Statewide	52	22	9	10	15	4	102	165
Tillamook	3	2	3	2	1	0	1	4
Umatilla	4	2	2	2	1	1	3	9
Union	4	3	4	1	2	1	2	5
Wallowa	1	0	1	1	2	0	2	3
Wasco	2	1	2	0	2	0	2	5
Washington	161	58	164	74	114	22	110	372
Yamhill	13	6	17	8	12	5	13	39
Total	906	324	1,228	773	796	322	978	2,924

Source: Every Child Inquiry Data System, Point-in-time January 15, 2019

New Foster Parent Support Initiative Development

In the last 6 months, the Every Child Service Center has invested an incredible amount of energy and resources into developing new initiatives to support the recruitment and retention of foster homes.

Part of the structure of Every Child Oregon is to allow a ton of freedom and flexibility for affiliates to innovate and create new initiatives, which when proven effective can be fine-tuned, piloted in other counties, and scaled across the state. “Adopt a Foster Family” was one such initiative that was developed in Jackson County that mobilized community volunteers to wrap around foster families with love and support. Due to the success of the model in Jackson County, the ECSC rebranded the initiative as “The Neighborhood” to create flexibility and agency for mobilizing community volunteers to support foster families. The ECSC created a technical writing to share with EC affiliates, and launched pilot projects in Linn/Benton counties in Fall 2018. In 2019, an adapted model will launch as a pilot in the Portland Metro area.

I was able to share a hug today with a [foster parent] who was given an amazing gift this morning by Every Child. She hugged me tight and cried tears of happiness and appreciation as she described the wonderful humans who came to her home today and cleaned for her. I know we've chatted about The Neighborhood and the different acts of service that the initiative can provide but I saw first-hand today the positive and uplifting impact it had on this family. Wow! – Certification Caseworker, DHS Linn County

“The Neighborhood” is designed to provide counties with more ways to engage community volunteers, meaningfully support foster families, and create proximity between current foster families and neighbors with a heart for foster care.

Statewide Foster Parent Recruitment Campaign

Since the last reporting period, Every Child Oregon launched a statewide marketing campaign that invited invite Oregonians to harness the power of “showing up” for children in foster care. The campaign leveraged radio, TV, billboards, print, and social media with targeted ads in Clackamas, Multnomah, Washington, Douglas, Deschutes, Josephine, and Marion counties from September 4th to October 31st. The goal of the campaign was to increase recruitment of foster families and volunteer engagement across the state. During the campaign, Every Child received a total of 802 inquiries, 210 Foster & Adoption inquiries—a 14% increase over prior monthly averages, 257 Volunteer inquiries, 166 Respite inquiries, and 142 interested in meeting Tangible Needs.

Events

One of the innovative mechanisms to support both the recruitment and retention of foster families is Every Child signature events. These include “Explore Fostering Coffee Houses” (EFCHs) which invites community members to interact with a panel of foster parents in a relaxed coffee house environment and to better understand what is involved in the foster care journey. EFCH are one of Every Child’s most effective recruitment tools. They are hosted every month in the Portland Metro area and are also being hosted by other Every Child affiliates around the state. “Respite Mix and Mingles” are events that provide support to foster families by connecting them with community volunteers who are interested in providing respite. Lastly, are the Foster Meet Ups which offer foster parents an opportunity to connect with other foster parents in their community in a positive and supportive environment. These events also give foster parents an opportunity to earn continuing education credits toward their certification hours and gain helpful tools and skills from knowledgeable guest speakers.

Foster Parents’ Night Out (FPNO)⁵

In July of 2018, Every Child Oregon formally acquired Foster Parents’ Out as an initiative to provide a monthly night of respite for foster parents and ultimately support the retention of these families. Since the acquisition, the ECSC has focused its efforts on creating a smooth transition process for FPNO sites and volunteers as well

⁵ For full FPNO bi-annual report, see appendix

as building out organizational infrastructure to streamline and more effectively support the initiative. Over the last six months, the ECSC has made considerable investment in the following:

- Hiring of two additional staff:
 - A six-month contracted Project Manager to help with successful integration of FPNO into current infrastructure
 - Sunita Szabo, the FPNO Coordinator responsible for the ongoing management of, improvement of, and support for the initiative
- Revising and strengthening the FPNO Manual
- Refining the FPNO volunteer training
- Developing organizational structure where Every Child affiliates can provide hands on support to FPNO sites
- Developing relationships with FPNO site leadership and coordinators
- Refreshing the FPNO brand by developing a new FPNO logo

In the last six months:

- 2067 children have been served
- 708 foster families have received respite
- 1643 community volunteers have been mobilized
- foster families have received 212 hours of respite
- \$7,123 worth of in-kind donations have been received to support the events

"One family who joined our FPNO in October has been outspoken about how much they appreciate the monthly time off. Having two biological kids and three foster kids, it is nearly impossible to find someone who can watch all the kids for a night. FPNO has given them the respite they craved. Their five girls smile literally all night long, and each of them has made at least one specific connection with a volunteer who they run to when they walk in the door and play with for the rest of the night. In December, this family had plans on Saturday, but when their girls found out that they would be missing FPNO, they had their family reschedule so they could make it! Direct quote from the girls—"We can't miss the funnest event ever, dad!"
– FPNO Site Coordinator

Recommendations



Since Every Child's inception, DHS has practiced collaboration, removed barriers, and embraced innovation, leading to the effectiveness of Every Child across Oregon. In the past year, DHS has assisted with some logistical challenges by:

Amending the grant agreement to increase funding for technology, and to pilot new foster family recruitment marketing efforts and foster family support efforts.

- Deploying the Mobile Certification unit.
- Scheduling regular tactical update phone calls and participating in a once monthly Every Child Oregon strategy meeting.
- Mapping inquiry data to certification through a Data Sharing Agreement.
- Developing a point person for communication around the Every Child effort and new requests or proposals at Central Office, who attends monthly Every Child Oregon strategy meetings in Portland.
- In November 2018, Every Child Oregon and its affiliates were given a statewide donation receipt letter for in-kind gifts to utilize in the procurement of gifts or items for DHS offices in local communities

As Every Child grows across Oregon, and increases its footprint in counties where it already exists, the following recommendations would assist with community mobilization work:

1. **Technology Upgrade for Certification Process for Foster Families + Integration with Every Child Oregon's CRM system:** Currently, Every Child Oregon is working with Microsoft Philanthropies to develop a state-of-the-art CRM system on their newly released Common Data Model. This system tracks inquiries and the individual or organization's level of engagement with the organization through pass off to DHS. The ability to email and text individuals through the system, and to track what events and/or marketing efforts are working, will roll-out in the months ahead. Every Child Oregon desires for the user experience to be seamless as a foster parent inquiry transfers from interacting with the Every Child system and customer service level, to that of DHS's. Currently, DHS works within ORKids and much of the certification process is managed manually and completed on paper. Putting the application process online, and creating a tool for Caseworkers to track progress of an application more seamlessly, would help provide synergy between the CRM system for community mobilization and engagement that is being developed by Every Child Oregon, the experience for foster parents walking through certification, and the agency's internal work.
2. **Certification and Training Process:**
 - a. Staffing: Staffing for certification is consistently verbalized as a barrier in meetings with local DHS child welfare offices. The Mobile Certification Unit was a help, yet is only able to assist with backlogged foster applications in one district every six weeks and bases their assistance on a specific formula that assumes the certification process occurs in a specific way across the state. As we shared news of a foster family recruitment campaign across the state, reticence from staff at the local child welfare offices was based on a lack of staffing to accommodate more applications. *Every Child would recommend a permanent increased staffing allocation for certification in Every Child counties, at minimum.*
 - b. Staffing of Foster Parent Recruiters: Within some counties, positions have been allocated for

“recruitment” or “community outreach” without clear guidance on deliverables associated with the role, or with division of responsibilities between Every Child affiliates and the DHS office. *In counties where DHS Recruiter positions exist, Every Child recommends the agency and Every Child Service Center work together to develop clear division of responsibilities, outcomes, and best practices for collaboration, to avoid inadvertent miscommunication, misunderstanding, or perceived competition.*

- c. Process: Across the state, the process for certification varies in each county, as does the length of the process and the order of Foundations training classes. There is great variance in:

- How “intake” is processed, and standards for follow-up to inquiries,
- When a certifier is assigned to a potential foster family, and how many people are involved with the family before the certifier is known,
- When in the certification process an application is given,
- The length of time for the certification process to be complete
- And, the frequency and order of Foundations Training classes.

Every Child would recommend a unified statewide certification process that could be communicated to the community consistently regardless of the county where a person resides.

3. **Access Agreement:** *Every Child recommends an Access Agreement that would allow EC Oregon staff to view ORKids to look up foster parents, review progress in the certification process, and identify foster families who came forward through Every Child but went directly to DHS for certification. This will allow us to most accurately determine foster family recruitment efforts that are effective.*

4. **Volunteer Process + CJIS Clearance.** In 2018, Every Child has worked with the Volunteer Services department to troubleshoot challenges in the felt experience for volunteers and streamline processes across the state. As one of the key onramps for future foster families, volunteer services is critical to the community engagement model of Every Child. For the past two years, the volunteer services process has been slow, disjointed, and painful in many counties. With the rollout of CJIS background checks in late 2017, and the addition of two more training videos in late 2018, a laborious and unfriendly process has become unbearably cumbersome for many volunteers. In the Portland Metro area, volunteers currently wait between 2-6 months after attending orientation for clearance.

- a. Volunteer Process: In counties with a Volunteer Coordinator, volunteers interested in being an Office Buddy, Driver, or helping in other regular capacities are required to go through a Volunteer Orientation, fill out an application, sign a position description, submit a photo, watch four videos online, fill out a form for a background check, and most often submit another application and fingerprinting for CJIS clearance. The process in each county is a little different, but the statewide process for volunteerism is prohibitive, and is not focused on positive volunteer engagement strategies. We’re seeing more and more volunteers drop out of the process before completion, as a result; and have received increasing email correspondence from frustrated volunteers because of additional perceived “hoops” to jump through, poor communication, or unclear expectations. *Every Child Oregon recommends that EC Staff have the opportunity to become “certified” to hold volunteer orientations. And, Every Child requests the opportunity to speak into a streamlined process for Every Child volunteers across the state, with implementation of new processes before August 2019.*

- b. CJIS Clearance: CJIS added another layer of complexity to volunteerism, and policy around CJIS clearance has major implications for the ongoing success of Every Child. If volunteers can no longer do tours or regularly serve at child welfare offices, the success of this effort will be compromised greatly. DHS has agreed that EC Staff and lead volunteers may go through the CJIS approval process and provide line-of-sight supervision to non-CJIS-approved volunteers in Child Welfare Offices. *Every Child Oregon recommends that line-of-sight supervision requirements be drafted for EC staff, lead volunteers, and DHS staff responsible for escorting non-CJIS-cleared volunteers through the offices. Additionally, Every Child recommends that CJIS-approved Child Welfare staff assume the responsibility of line-of-sight supervision for project-based volunteers who do not interact with children.*
 - c. DHS Point Person: With the allocation of a Community Resource + Foster Parent Champion, there is an opportunity to build on momentum. *Every Child Oregon recommends a DHS employee at each child welfare office be appointed as a Point Person for local EC communication, volunteer and hospitality coordination, and tours of the offices.*
4. **Retention.** With increased focus on foster family retention, many organizations in the foster care support space, and recommendations coming from the Caregiver Support and Retention Workgroup (part of the Statewide Foster Care Steering Committee), it is possible for organizations to be unsure about commitments the agency is making, legislative priorities, pilot projects underway, and proposals submitted to DHS. It seems that changes—from Caregiver/Foundations Training to childcare reimbursements—are happening quickly. *Every Child Oregon recommends that DHS host an annual meeting for foster family support organizations to share learnings, pilot projects, and for the agency to share vision and funding opportunities for the coming year (or utilizes an already existing event to pull all foster family support stakeholders together).*

EVERY CHILD LOGIC MODEL

INPUTS

- 1. Beneficiaries**
 - a) Children in foster care
 - b) Oregonian families
 - c) DHS
- 2. Human Resources & Talent**
 - a) DHS
 - b) PLF
 - c) Every Child Service Center
 - d) Every Child Affiliates
- 3. Financial Support (ECSC and Local)**
 - a) DHS grant
 - b) agreement (ECSC only)
 - c) Individual contributions
 - d) In-kind donations
 - e) Foundation grants
- 4. Organizational Tools**
 - a) Demonstrated success & successful replication of model
 - b) Every Child handbook
 - c) Evaluation, data & communication tools
 - d) Branding, web design, user interface
 - e) Social media
 - f) Other marketing strategies and materials
- 5. Infrastructure & Equipment**
 - a) PLF office space, computers & supplies

ACTIVITIES - INDIRECT

- 1. Partner Capacity-Building**
 - a) Working with leaders
 - b) Develop steering committee
 - c) Support steering committees in
 - d) Identifying local affiliate (cultural competency, recruitment, volunteer management, customer service, volunteer initiatives, data tracking & analytics, fundraising)
 - e) Provide local affiliates with one-on-one staffing consultation
 - f) Provide local affiliates with a story-telling platform, web presence and marketing materials
 - g) Approve marketing content to ensure it is culturally competent
 - h) Provide local affiliates with data tracking tools
 - i) Main relationship with DHS leadership (district and state level)
 - j) Facilitate statewide learning community & host annual conferences to discuss best practices & lessons learned
- 2. DHS Engagement and Training (local; state)**
 - a) Develop/track progress of statewide recruitment and retention plan
 - b) Collaborate with Cert. Sups to ensure high level of customer service for inquiring FPs (State)
 - c) Quarterly meetings between affiliate and district-level DHS staff (local)

ACTIVITIES - DIRECT

- 3. Community Outreach & Education**
 - a) Webinars (statewide & local)
 - b) Email newsletters
 - c) Newsletter (statewide & local)
 - d) Marketing campaigns (statewide & local)
 - e) Earned media (statewide & local)
 - f) Text messages (local)
 - g) Events (local)
- 4. Volunteer Recruitment**
 - a) Provide volunteer interest forms
 - b) Generating volunteer opportunities (Tangible goods, office buddies, etc.)
 - c) Community Presentations
 - d) Word of mouth by volunteers
 - e) Social media
 - f) Marketing campaign
- 5. Recruiting Foster Families**
 - a) Events (e.g., Coffee house panels)
 - b) Provide foster inquiry forms
 - c) Connect families with volunteer experiences
 - d) Community Presentations
 - e) Word of mouth by foster parents
 - f) Social media campaign
 - g) Marketing campaign
 - h) Personal phone calls throughout discovery process
- 6. Volunteer Engagement & Retention**
 - a) Engage volunteers by follow-up calls, emails and events
 - b) Streamlined volunteer background check and orientation experience
 - c) Highlight successful volunteer experiences
- 7. Foster Inquiry Follow-Up**
 - a) Warm email from ECSC connecting family to DHS Certifier for follow up phone call within 1 business day
 - b) Chain email strategy completed per county
 - c) Analyze number of home studies completed per county
 - d) Check in phone call
 - e) Certification evaluation survey

OUTCOMES

- 1. Partner Capacity-Building**
 - a) # of affiliates
 - b) # of trained and identified affiliates
 - c) # statewide conferences hosted
 - d) # attendees at statewide conferences
- 2. DHS Engagement and Training (local; state)**
 - a) # DHS trainings held
 - b) # DHS staff trained
- 3. Community Outreach & Education**
 - a) # sent newsletters
 - b) # media appearances
 - c) # phone calls & texts
- 4. Volunteer Recruitment**
 - a) # completed volunteer interest forms
- 5. Recruiting Foster Families**
 - a) # events and presentations
 - b) # completed foster family interest forms
- 6. Volunteer Engagement and Retention**
 - a) # volunteers engaged (makeovers, tangible goods, etc.)
 - b) # of FPNO sites
- 7. Foster Follow-up & Support**
 - a) # of warm hand-offs
 - b) # of timely calls made by Certifier
 - c) # of months between inquiry and home study completion
 - d) FP grade of certification experience

SHORT-TERM OUTCOMES (<1 year, 2019)

- 1. Expand Every Child to 36 counties**
 - a) (7 new counties in 2019)
- 2. Create a baseline satisfaction rate for client***
 - a) with Every Child 3,4,5,6
 - b) with DHS certifier 1,2
 - c) with case worker 1,2
- 3. Increase # volunteers**
 - a) with case worker 1,2
 - b) with DHS certifier 3,4,5,6
 - c) with case worker 1,2
- 4. Increase in-kind donations to DHS**
 - a) Target 2019: 25% increase (2,000)
 - b) representation of communities of color by 5%
- 5. Increase financial donations for local affiliates**
 - a) Target 2019: \$125,000 (125k + \$100k = \$225k total)
- 6. Increase # foster family inquiries**
 - a) Target 2019: 250k new (250k + 750k = 1M total)
- 7. Increase # certified foster families**
 - a) Target 2019: 215 new foster families (541 + 215 = 756)

*client: prospective volunteers and foster parents

INTERMEDIATE OUTCOMES (2-5 years)

- 1. Expand Every Child to all 36 counties**
 - a) Target 2019: 24 total
 - b) Target 2020: 29 total
 - c) Target 2021: 36 total
- 2. Increase client* satisfaction rate by 10%**
 - a) with Every Child 3,4,5,6
 - b) with DHS certifier 1,2
 - c) with case worker 1,2
- 3. Increase # volunteers inquiries**
 - a) Target 2019: 2500 new/8963 total
 - b) Target 2020: 3125 new/12,088 total
 - c) Target 2021: 3906 new/15,994 total
 - d) Target 2022: 4,883 new/20,877 total
 - e) Target 2023: 6,104 new/26,981 total
- 4. Increase in-kind donations to DHS**
 - a) Target 2020: \$150k new/\$775k total
 - b) Target 2021: \$175k new/\$950k total
 - c) Target 2022: \$175k new/\$1.125M total
 - d) Target 2023: \$175k new/\$1.3M total
 - e) Target 2024: \$175k new/\$1.475M total
- 5. Increase financial donations for local affiliates**
 - a) Target 2020: \$350k new/\$1.35M total
 - b) Target 2021: \$400k new/\$1.75M total
 - c) Target 2022: \$500k new/\$2.25M total
 - d) Target 2023: \$600k new/\$2.85M total
 - e) Target 2024: \$700k new/\$3.55M total
- 6. Increase # foster family inquiries**
 - a) Target 2020: 1,300 new/4,750 total
 - b) Target 2021: 1,495 new/6,245 total
 - c) Target 2022: 1,719 new/7,964 total
 - d) Target 2023: 1,976 new/9,940 total
 - e) Target 2024: 2,272 new/12,212 total
- 7. Increase # certified foster families**
 - a) Target 2020: 242 new/998 total
 - b) Target 2021: 286 new/1,284 total
 - c) Target 2022: 328 new/1,612 total
 - d) Target 2023: 378 new/1,990 total
 - e) Target 2024: 434 new/2,424 total

LONG-TERM OUTCOMES (5+ years)

- 1. Safe, loving, and strategic foster home for every child in foster care in Oregon.**
- 2. Develop database for families to update their own profiles or to update using DHS data (e.g., certification status, case worker name, current placement availability, type of fostering in the past, type of fostering and age group interested in, recent reunification)**

CONTEXTUAL DATA NEEDED BY COUNTY & STATE (DHS):

1. # children in foster care
2. # children aging out
3. # certified foster families
4. # certified foster families with current availability
5. Average amount of time to become a foster parent
6. Foster family matriculation rate
7. Foster family retention rate



rev. 2018-12-17

Bi-annual Report

July-December 2018

Grant Agreement Number #157275

January 31, 2019

**Prepared by
Portland Leadership Foundation**

Background

Foster Parents' Night Out (FPNO) is a unique program that provides consistent monthly respite to DHS foster parents. There is a network of local faith communities throughout Oregon that currently host FPNO, which gives foster parents a night off while trained volunteers care for their foster, adopted and biological children in a fun and safe environment. The hope is that in providing quality respite care, the retention rate of foster parents increases in the community.

FPNO began in Salem in 2006 and has grown to many counties throughout Oregon. Since 2012, FPNO has worked closely with Every Child Oregon. In many counties, Every Child Oregon and FPNO have had a collaborative relationship, sharing the same volunteers and serving many of the same foster families. In late 2017, FPNO leaders approached Every Child Oregon about merging the two efforts and expanding FPNO across the state. After months of conversation and planning, FPNO is now an official initiative of Every Child Oregon. By 2022, Every Child Oregon will have active community engagement efforts in all 36 counties in Oregon; many of which will also have FPNO sites.

According to grant agreement #157275, Every Child Oregon, an initiative of Portland Leadership Foundation, was charged with strengthening and expanding FPNO. In this first year, Every Child is building infrastructure for existing FPNO sites. In the second year, Every Child is focusing on the expansion of FPNO to a minimum of 14 counties by June 2020.

Key Performance Indicators

In the last six months, Every Child has worked diligently to build organizational infrastructure and create a smooth transition for sites and volunteers in light of the acquisition. Part of this process involved revising and strengthening existing resources such as the FPNO Manual, volunteer training, and brand in order to generate greater consistency and standardization across sites while ensuring child safety is a top priority.

1. FPNO Manual

Every Child has worked to revise and strengthen all FPNO materials into a restructured FPNO Manual. The updates include: more robust guidance; planning resources, checklists and timelines; tools and resources for volunteer recruitment and tracking; FPNO site coordinator guidelines and responsibilities; foster family survey; order forms for marketing materials; and a collaborative list of best practices from existing FPNO sites.

2. FPNO Volunteer Training

Every Child has updated and refined the FPNO volunteer training. These revisions include additional training on trauma, trauma-informed care, and provides a resource list of videos, books, and articles for volunteers.

3. Staffing

Every Child hired two additional staff to support FPNO. Sabrina Hodges was hired as a contract employee for a six-month period to project manage the acquisition and build out infrastructure for the program. Sunita Szabo was hired as a full-time employee to be the FPNO Coordinator and provide ongoing support to FPNO sites and Every Child Affiliates.

4. Structural Development

In partnership with local Every Child Affiliates, Every Child has established a new structure for FPNO. The Every Child Affiliate for each county will serve as the local support for both the FPNO site coordinator and DHS liaison.

5. Relational Development

Every Child has worked to establish and develop relationships with existing FPNO site coordinators, adding support and facilitating communication throughout the acquisition process.

6. FPNO Logo

Every Child is working with a local marketing agency to develop a new logo for FPNO. This will be used in all forthcoming signage, t-shirts, marketing, and training materials creating greater consistency and brand recognition as FPNO expands across the state.

Site Structure

Current FPNO sites are primarily church based, but in the coming year Every Child will work to grow and expand this structure into three models for implementation:

- **Faith Community Based**

The FPNO site is hosted at a church or faith community site and is staffed primarily by volunteers who attend the FPNO host site church or faith community.

- **Faith Community Hosted**

The FPNO site is hosted by a church or faith community, but is open to the volunteers from the community, regardless of faith affiliation or attendance.

- **Community Partner Hosted**

The FPNO site is hosted by a community partner and is staffed by volunteers from the community.

Outcomes

Since its acquisition, FPNO has 16 active sites in Oregon and Every Child has onboarded two additional FPNO sites set to launch in 2019. Below are the aggregate data for the months of September through December in 2018.¹

Number of children served

	# of Children
September	294
October	579
November	557
December	637
Total	2067

Number of families served

	# of Families
September	96
October	199
November	194
December	219
Total	708

¹ FPNO sites are active for the school year, starting in September and concluding in May/June. September 2018 was the first month FPNO sites were active and serving families since the acquisition.

Number of volunteers

	# of Volunteers
September	241
October	480
November	451
December	471
Total	1643

Number of respite hours provided

	# Respite Hours
September	31
October	63
November	59
December	59
Total	212

In-kind donations received from community

	In-Kind Donations
September	\$1,224.97
October	\$1,397.56
November	\$1,566.49
December	\$2,933.54
Total	\$7,122.56

The Impact of FPNO

While the data is encouraging, the real measure of success comes from the impact made by FPNO. Below are a few recent stories from FPNO site coordinators that share the positive effect FPNO has had on the children, families, and volunteers.

- *We had a family that had just returned from Disneyland, and on their drive home from the airport the kids were so excited to be going to FPNO before home from their trip.*
- *One family spent the night looking at paint at Home Depot for two hours in silence and said they loved it!*
- *Two of the girls who are siblings, but living in different homes, played together all night, running around the gym, holding hands, and giggling their hearts out.*
- *One family who joined our FPNO in October has been outspoken about how much they appreciate the monthly time off. Having two biological kids and three foster kids, it is nearly impossible to find someone who can watch all the kids for a night. FPNO has given them the respite they craved. Their five girls smile literally all night long, and each of them has made at least one specific connection with a volunteer who they run to when they walk in the door and play with for the rest of the night. In December, this family had plans on Saturday, but when their girls found out that they would be missing FPNO, they had their family reschedule so they could make it! Direct quote from the girls— "We can't miss the funnest event ever, dad!"*
- *It was rewarding to witness two preschoolers that had "gotten into it" with each other, have a conversation and decide to resolve their issue and become friends.*
- *Some of the kids, for the first time, said that they trust us! May seem small but felt huge.*



Foster Parents' Night Out Integration Plan

Once Foster Parent's Night Out (FPNO) receives the completed contract from Oregon's Department of Human Services, Portland Leadership Foundation (PLF) and FPNO will sign an Acquisition Agreement and transfer of assets, liability, and responsibilities will occur. We anticipate this transfer to take place on or around July 1, 2018.

DHS Contract and Timing

DHS has verbally agreed to a contract with FPNO for \$150,000 each year for two years. FPNO is requesting that DHS set up the contract as a fee-for-service agreement, and believes that DHS framework includes:

- Year 1: strengthening current FPNO sites
- Year 2: expansion of FPNO sites

Deliverables have not yet been laid out by DHS, but will be outlined in the contractual agreement.

Donna Haney is the Contract Administrator for DHS facilitating the contract agreement with FPNO.

Communication Strategy for Transition

Once FPNO and PLF sign the contractual agreement, a communication strategy to FPNO Site Coordinators, faith communities, and DHS liaisons needs to be implemented.

FPNO COMMUNICATION

Billy Cordero, Board Member for FPNO, is drafting a letter explaining the acquisition to site coordinators, faith communities, and DHS liaisons that will:

- Explain the partnership
- Provide an endorsement for Every Child Oregon (run by PLF)
- Set groundwork for next steps and communication from Every Child Oregon

EVERY CHILD COMMUNICATION

Following FPNO's letter receipt, the Every Child Oregon team will send an email to all site coordinators and faith communities that outlines the following:

- Belief in the FPNO model and its need in the community
- Gratitude for their work up to this point
- What's not changing
- What Every Child will offer
- FAQ sheet
- 2 dates and times for Zoom calls for Q & A sessions (Kat and Brooke to lead)
- Share plan for in-person meetings with each site

Marketing

LOGO

Every Child will work with Pivot Group to rebrand the FPNO logo. This will be completed, and provided in an asset bank including multiple versions and orientations for digital and print needs. Additionally, the logo will be designed in a way that can easily be reflected in a thematic way on the Every Child website.

WEBSITE INTEGRATION

Upon the acquisition agreement being signed, PLF will employ FPNO's Webmaster to create a pop-up banner that reads: "After years of working closely together, FPNO has merged with Every Child Oregon! To find out more, click here"

Link will go to a statement on the EC website.

SIGNAGE

Every Child will work with Pivot Group to develop a collection of signage to be accessible for all FPNO sites, including:

1. A pull up banner
2. Sandwich board*
3. Small and large banners
4. 6-ft Tablecloth*
5. Tabletop display

*These will be provided to every site at no extra cost. Every Child will also provide other signage as requested by sites in year one (to be re-evaluated in year 2).

T-SHIRTS, BUTTONS, and APRONS (3 Designs/Styles to Choose From)

Three unique designs for FPNO volunteer t-shirts, buttons and aprons will be available for site coordinators to select from for their sites.

Every Child will work with Pivot Group for design, and consider printing with a company like <http://www.thincactionwear.com>.

Orders by site coordinators can be made once ahead of site opening, and regularly twice/year. Every Child will provide one t-shirt and button for every volunteer. Aprons and extra shirts will be charged to the host site.

FPNO PROMOTION VIDEO

ECSC will create an FPNO promotion video to be used for recruitment of new sites and new volunteers for existing FPNO sites.

Staffing

PLF agrees to take over the contractual agreement with Kat Bonham, current FPNO Director, upon the signing of the Acquisition Agreement. Kat's contract is over August 3, 2018.

A new letter/contract would be drafted for this role.

Project Manager: For the initial 6-12 months of acquisition, PLF will hire a temporary contracted Project Manager to lead the acquisition effort, coordinate the many pieces of the puzzle, and keep all involved on track with the goals, objectives and timelines laid out in this document.

Intern: The Every Child intern will assist with shipping volunteer swag and signage to individual sites in August, if requested.

FPNO Coordinator: A job description for a part-time FPNO Coordinator role will be drafted before the Project Manager's contract expires. This role will work on the Every Child team, reporting to Shelly Winterberg, and will be responsible for:

- Regular communication with all FPNO site coordinators
- Resourcing sites with materials needed
- Coordinating and organizing trainings by county
- Quarterly site-check ins
- Organize audits of each site
- Resource Every Child directors for volunteer management and site audits

Trainers: Every Child will contract with FPNO Volunteer Trainers across the state to host trainings regularly for new volunteers. These "trainers" will be paid a stipend for each training they facilitate. These trainers will likely include:

- Gavin Bennett
- Emily Rose
- Melissa Hart
- Becca De Kay
- Kayla Converse

Every Child Field Engagement Administrator: In addition to the FPNO-specific roles needed, the acquisition of FPNO will allow Every Child to hire a part-time Every Child Field Engagement Administrator to assist with meeting follow-up, travel coordination, communication with Every Child affiliates, marketing project coordination, and support for the Every Child Director of Field Engagement. Inevitably, with the acquisition of FPNO, communication, training and coordination with the Every Child affiliates will increase. This role will help to support that increased workload.

Site Management

In Year One, Every Child Service Center (ECSC) staff will travel with an Every Child Affiliate Director/Coordinator to visit each site. Additionally, the two Every Child leaders will meet with Site Coordinators to review FPNO management changes, evaluate needs, and develop rapport.

An FPNO Site Licensing Agreement will be written and signed by both the FPNO Site Coordinator and an ECSC representative.

After the initial evaluation of current sites in year one, ECSC's site management process for all FPNO SITES will be streamlined, and include the same criteria for:

- New site onboarding
- Site communication and maintenance
- Volunteer training
- Annual audits

NEW SITE ONBOARDING

When a new site indicates interest in starting FPNO, the Every Child affiliate located in the county will initiate a phone call or in-person meeting to review the basics of FPNO: volunteers needed, financial implications, etc.

Once interest is confirmed, the Every Child affiliate will do a warm pass-off to the Director of Training and Implementation and FPNO Coordinator for next steps:

1. Director of Training and Implementation will draft a FPNO Licensing Agreement for the site
2. FPNO Coordinator will communicate with local site (copying local Every Child affiliate staff) about next steps, timeline, materials, dues, and training.*
3. Director of Training and Implementation walks through FPNO Site Coordination/Leadership training with site leadership team within four to six weeks from the Licensing Agreement's completion.
4. Once leadership training is completed, the Every Child affiliate staff will schedule volunteer training and communicate with DHS FPNO Liaison (establishing, if necessary). We estimate this would be four to six weeks after the leadership training is completed.
5. FPNO Coordinator or Every Child affiliate staff will schedule training with approved FPNO trainers, or invite participation in an already-scheduled local training.
6. Every Child affiliate staff will collect background check forms, and send to DHS for processing.**

*From point of intention to launch FPNO, ECSC estimates a four- to five-month timeline for Licensing Agreement, volunteer recruitment, training, DHS coordination, and finances secured.

**ECSC is working with DHS Central Office to streamline background checks, with the hopes that background checks for any Every Child volunteer initiative could be run through the agency, including FPNO, Office Buddies, Transportation, etc.

SITE COMMUNICATION AND MAINTENANCE

Annually, the FPNO Coordinator (ideally in July/August) will communicate with the Site Coordinator to offer new t-shirts, refreshed signage, and update data information about foster families served and volunteers involved. The FPNO Coordinator will manage the calendar and communicate with Every Child affiliate staff about upcoming needs for local-level sites, including audits, background checks, and volunteer training.

Every Child affiliate staff will be responsible to complete a site audit will be completed every 12 months to ensure compliance with the Licensing Agreement. This audit, after Year 1, will be completed by the Every Child affiliate staff and sent to ECSC. Additionally, background checks will need to be re-submitted to DHS annually.

Training opportunities for volunteers will be communicated as available by the Every Child affiliate staff/local trainers.*

VOLUNTEER TRAINING

In the immediate term, the current FPNO training curriculum will be reviewed and edited. The Director of Training and Customer Experience for Every Child will lead the effort to expand the curriculum, scripting as much as possible for trainer consistency.

ECSC will identify twice-annual opportunities to offer FPNO Train-the-Trainer sessions for Every Child affiliate staff and high-level community volunteers who are interested.* The FPNO Coordinator will schedule and facilitate all logistics for the FPNO Training for Trainers.

For sustainability and integration purposes, ECSC is working with DHS at Central Office to identify whether its leaders could be “certified” to lead DHS Volunteer Orientations. If approved, the Director of Training and Customer Experience will work with the Embrace Oregon Volunteer Coordinator and Executive Director of Government Partnership to integrate FPNO training and DHS Volunteer Orientation material. One cohesive training will be created by this team, which will allow for volunteers who are approved to do FPNO to also assist with transportation, serve as an Office Buddy, and ideally provide respite care.

We will be hosting a training prior to the Every Child Learning Community Event in September on 9/19 for those who have never experienced FPNO or participated in a FPNO training.

ANNUAL AUDIT

The annual audit, completed by the Every Child affiliate staff and submitted to the ECSC, will include review of:

- Volunteer management
- Activity stations
- Appropriate compliance to site requirements
- Branding consistency (t-shirts and signage is official FPNO brand)
- Any support or marketing material needs

The Director of Training and Implementation will work with the current FPNO Director to develop audit.

DHS Communications + Relations

ECSC is responsible for managing the contract with DHS Central Office, and reporting to the agency as outlined in the contract agreement.

The ECSC staff will communicate with DHS Central Office regarding consistent challenges, issues, or communication needs between local-level FPNO sites, Every Child affiliates, DHS field offices, and DHS Central Office.

Where a local Every Child effort is active, the Every Child affiliate staff will connect with the local DHS field office to identify a FPNO Liaison (likely the Every Child Certifier, or Point Person) who will match foster families with local FPNO sites. Once established, the FPNO Liaison will be connected with the FPNO Site Coordinator.

Capturing and Analyzing Data

Each FPNO site will be responsible for capturing key data points, including:

- Date
- Location
- Event Type (Training/Orientation vs. FPNO)

- # of staff attending
- # of DHS staff attending (if applicable)
- # of volunteers attending
- # of foster parents served
- # kids in FC served
- Total # of kids served

Each site will track these data point and enter into the EC Event Tracking Form in SharePoint to allow us to identify how many training orientations we're offering, as well as how many foster family support events we're hosting in each county and statewide.

Budget

See Appendix A for detailed budget breakdown. Projected balance of income and expenses for year one total \$67,500. For year two, projected balance of income and expenses is \$114,750.

Every Child will charge \$600/year dues to each site implementing FPNO to cover the costs of T-shirt and signage materials, and build in a sustainability plan for funding the FPNO Coordinator role. After one year, Every Child will communicate the value of contribution to the program with current FPNO sites (after value has been demonstrated through signage, volunteer swag, training, and maintenance). Current sites will have a choice to "opt in" to this contribution, while new sites will be required to pay dues from inception.

Calendar

2018

June

- FAQ sheet drafted
- Every Child communication to current sites, faith communities, and DHS Liaisons drafted
- Memo for Every Child affiliate staff drafted
- Statement about FPNO acquisition for Every Child website drafted
- Project Manager Scope of Work drafted

July

- Acquisition Agreement signed
- FPNO communication to current sites, faith communities, and DHS Liaisons sent
- Every Child communication to current sites, faith communities, and DHS Liaisons sent
- Every Child communication to Every Child local affiliate staff sent
- FPNO website pop-up implemented
- Pivot employed to complete rebranding
- One Q & A Zoom call with current Site Coordinators
- Statement about FPNO acquisition placed on Every Child website
- Interviews and hiring for Project Manager
- Job Announcement for Every Child Field Engagement Administrator created

August

- One Q & A Zoom call with current Site Coordinators
- FPNO presence on Every Child website completed
- FPNO Training review and editing begins

- Dialogue with DHS Central Office re: volunteer orientation capabilities resolved
- Licensing Agreement for FPNO sites drafted
- Site Coordinator meetings scheduled

September

- FPNO Training editing completed
- Training for Every Child affiliate staff? (Or, hold for January)
- Job Announcement for FPNO Coordinator created
- Site Coordinator meetings scheduled

October

- Interviews for FPNO Coordinator
- Pivot employed to create new volunteer swag
- Pivot creates new signage for FPNO sites
- Order form for Marketing Kit for new/current sites created
- Site visits scheduled

November

- FPNO Coordinator begins
- Site Audit process and form created
- Volunteer swag and signage printed
- Resourcing for current FPNO sites mailed
- Background check process through DHS solidified, and communicated to Site Coordinators
- Site visits scheduled

December

- Annual calendar for ECSC FPNO coordination created
- FPNO Promotion video created
- Site visits scheduled

Documents To Be Created, In Order of Date Needed

1. Letter to FPNO Site Coordinators and faith communities (BG)
2. FAQ sheet (BG with Kat)
3. Statement about acquisition for EC website (BG)
4. Order form for FPNO Collateral: Signage + Volunteer Swag (PK)
5. Project Manager Scope of Work (BG, with PK)
6. FPNO Site Coordinator Job Description (BG)
7. FPNO Site Licensing Agreement (PK)
8. Site Audit Form (PK)

APPENDIX A

Projected Budget: Year 1

FPNO Year 1 Budget: July 1 2018-June 30, 2019

Description	Quantity	Amount	Notes
PROJECTED INCOME			
Current FPNO Liquid Assets		10,000	
DHS Contract		150,000	
Income Subtotal		160,000	
PROJECTED EXPENSES			
Marketing			
Logo Refresh		(1,000)	
Marketing Kit (Signage, Shirts, etc.) with Every Child	25 sites @ \$1000/site	(25,000)	
FPNO Promotion Video		(2,500)	
Website Integration		(2,500)	
Program Operations			
Operations Manual Integration		(2,000)	
Travel and Current Site Evaluation		(3,500)	
Affiliate Training + Support		(1,000)	
Training Module Build-out + Staff Training		(5,000)	
Site Audit Creation		(1,000)	
Annual Site Audits (ECSC w/ Local Affiliate Directors for Year 1)		(5,000)	
Staffing			
FPNO Director Salary		(2,000)	Commitment to contract with current FPNO contract
Consultant		(3,000)	
Project Manager		(10,000)	6-month contract from July-December
FPNO Coordinator		(12,800)	To begin in November
Every Child Field Engagement Administrator		(12,000)	
Trainers	\$250/training	(3,000)	
Taxes for FPNO Coordinator		(1,200)	
Income Subtotal		(92,500)	
PROJECTED BALANCE		67,500	

APPENDIX A, Continued

Projected Budget: Year 2

FPNO Year 2 Budget: July 1 2019-June 30, 2020

Description	Quantity	Amount
PROJECTED INCOME		
Funds Remaining from Year 1		67,500
DHS Contract		150,000
Site Dues for New Sites	\$600/year	9,000
Income Subtotal		226,500
PROJECTED EXPENSES		
Marketing		
Marketing Kit (Signage, Shirts, etc.) with Every Child	15 new sites @ \$1000/site	(15,000)
Volunteer Swag for Existing Sites	25 sites @ \$250/site	(6,250)
Replacement Signage for Existing Sites (as needed)		(2,500)
FPNO Promotion Video		(2,500)
Website Maintenance		(1,000)
Program Operations		
Travel for New Site Onboarding		(3,500)
Travel for Trainings + Audits		(7,000)
Affiliate Training + Support		(1,000)
Training Module Maintenance + Staff Training		(1,500)
Staffing		
FPNO Coordinator		(20,800)
Every Child Field Administrator		(41,600)
Trainers	\$250/training	(7,000)