First 5 Fresno County

Funded Service Provider Survey & Social Network Analysis Report

Final Report
Fiscal Year 2011-12
Year 2 Findings

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harder+company
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Executive Summary

Introduction

First 5 Fresno County (F5FC) is guided by three focus areas: Family Strengthening (FS), Early Care and Education (EC), and Health (HE). The outcomes in these focus areas relate specifically to children ages 0 to 5, their parents, and professionals in the community that serve these children and their families. These three focus areas are integrated under the overarching goal of Systems Improvement, which is articulated as maximizing organizational systems and policies that serve children and their families. F5FC continues to evaluate the Systems Improvement Focus Area to better understand the changes to the system of services for children ages 0 to 5 and their families in Fresno County. As in Year One, Fiscal Year (FY) 2009-10 of the evaluation, F5FC again partnered with Harder+Company Community Research (Harder+Company)[1] to conduct an evaluation of the Systems Improvement Focus Area.

Methodology

Year Two (FY2010-11) of the Systems Improvement Focus Area evaluation continues to be guided by two evaluation questions that aim to measure changes in the systems of care across time. The evaluation questions are identified below.

1. Have service providers participating in F5FC funded programs improved their skills, knowledge, and behaviors to improve services to families with young children in the County?
2. To what extent has F5FC acted as a catalyst and convener for change in systems of care in Fresno County?

The longitudinal service provider survey and social network analysis instrument consisted of two primary sections. The first section assessed funded service provider capacity, use of best practices, staff retention and training, types and qualities of services offered, sustainability plans, program accessibility, and satisfaction with F5FC. The second section of the instrument included the Levels of Collaboration Scale used to understand the systems of care for children ages 0 to 5 and their families in Fresno County by examining the current interactions and collaborations among funded service providers. The longitudinal service provider survey was administered to F5FC funded programs between February 2010 and March 2010. A total of 96 service providers completed the survey.

Findings from the Longitudinal Service Provider Survey

Findings from the Year Two longitudinal service provider survey are organized along the following dimensions:

a) Characteristics of respondents and funded programs;
b) Organizational capacity, staff retention and training;
c) Accessibility to funded services;

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[1] Harder+Company Community Research is a California-based consulting firm that provides evaluation and planning services to nonprofits, local government agencies, and philanthropies.

    d)   Referral practices;

    e)   Use and implementation of best practices;

    f)   Sustainability;

    g)   Understanding of F5FC policy and advocacy; and

    h)   Satisfaction with F5FC staff and other funded service providers.

Characteristics of Respondents and Funded Programs

- The majority of respondents reported working as program managers, coordinators or supervisors or direct line staff.

- Similar to the previous year, approximately half of respondents reported having a Bachelor's degree or completing some graduate level course.

- This year a larger proportion of respondents identified as Latino compared to FY2009-10.

Organizational Capacity, Staff Retention and Training

- This year there was a considerable change in the overall percent of funding that programs receive from F5FC. Nearly two-thirds of respondents estimated that between 75 – 100 percent of the funding for their program came from F5FC compared to less than a quarter of respondents that reported receiving the same percentage of funding FY2009-10.

- Respondents reported receiving a variety of staff trainings including: F5FC Administrative procedures; child abuse/neglect; developmental screenings; cultural competency; early education quality improvement; infant-family early child mental health; and reflective practice.

- Respondents also reported engaging in a variety of efforts to sustain cultural competency such as hiring diverse staff that reflect the population being served and providing cultural competency trainings to staff.

- As in the previous year, funded programs continue to serve a large proportion of Latino children and families.

Accessibility to Funded Services

- This year the majority of respondents reported they offered services at the program's location.

- Nearly all respondents reported that they offered services to participants during weekday mornings and weekday afternoons.

- Almost all respondents reported offering services in English and Spanish with a slightly larger percentage of programs offering services in Spanish this year compared to FY2009-10.

- Respondents identified the lack of transportation services and services not provided in locations or neighborhoods where the target population lives as barriers encountered "most of the time" or "all of the time."

Referral Practices

- Results show that nearly all respondents referred their clients, when appropriate, to other F5FC funded programs.

- When asked about the frequency of referral follow-up, over half of respondents indicated they "always" follow-up on referrals made.

- Barriers that may interfere with a client's ability to connect with the agency or program, as reported by service providers, included: transportation, waiting lists, refusal from clients to follow-up, and clients exiting programs.

Use and Implementation of Best Practices

- Nearly all respondents reported using best practices in their program design and implementation.

- Compared to the previous year, a greater proportion of respondents reported that their program defined best practices as those approved by the program's leadership, those that demonstrated positive outcomes, and evidence from the research literature.

- The top three factors identified as important when choosing the best practices for their programs were (1) fit with the needs of the population, (2) feedback from program participants, and (3) learning about what works and doesn't work as the program was developed.

- Challenges faced with implementing best practices the number of staff required and cost of materials.

Sustainability

- Almost two-thirds of respondents indicated that the funding received from F5FC enabled them to attract funding from other resources. The number of new funding partnerships ranged between one and eighteen with a median of three partnerships.

- Respondents reported several benefits they accrued as a result of F5FC funding. The most notable increase occurred from the proportion of respondents that reported they were able to serve more diverse populations who speak different languages.

Understanding of F5FC Policy and Advocacy

- All respondents rated the policy and advocacy work conducted by F5FC as "important" or "very important."

- Most respondents were aware of F5FC's role in encouraging elected officials to communicate and advocate for children and families.

- Employer policies to support parents in the workplace and breastfeeding supports and hospital policies received fewer endorsements from respondents.

- Almost all respondents reported knowing about F5FC's media and public information campaigns and most knew of F5FC's efforts to build coalitions and constituencies.

Satisfaction with F5FC and other Funded Programs

- Similar to findings from last year, there were high levels of overall satisfaction with F5FC staff.

- This year there was an increase in respondent's satisfaction with their relationships with other funded programs.

Findings from the Longitudinal Service Provider Survey

The 2010-11 Service Provider Survey marks the second year of the network analysis and allows for a study of shifts service provider networks over a one year time interval. In addition to tracking the same cohort of programs from Year 1 to Year 2 of the evaluation, three new networks are included in the year two analysis. For these three networks, the 2010-11 data serves as a baseline for understanding the transformation of the networks over time.

Network maps are presented for the following four sets of programs:

    Set A: Year 1 (2009-10) and Year 2 (2010-11) funded

    Set B: Year 2 funded programs

    Set C: Year 2 funded and non-funded programs

    Set D: Year 2 non-funded programs with F5 Fresno

- Network density levels ranged from 47 percent to 55 percent, suggesting that there are opportunities to cultivate new and more collaborative relationships within the systems of care in Fresno County. "Key players" at the core of each of the networks as well as F5FC may be well positioned to broker these new relationships.

- Service provider networks are relatively tightly knit, but mainly at the networking level, indicating that most programs are loosely connected by knowing about each other, but with little communication and no joint decision-making taking place. This is especially true among the network of programs receiving funds from F5FC and suggests that there is considerable room for improvement along the lines of strengthening relationships among funded programs. On the other hand, non-funded programs tend to have well established collaborative with other programs and are connected with F5FC, even though they do not receive funds.

- In each network, there are a small number of "key players" who have the most connections to other programs in the network. These programs are well-positioned in the network to receive or disseminate information and mobilize resources. Conversely, there are also a small number of programs at the periphery of the network with fewer connections and higher closeness score. These programs are less accessible in the network and may not be well-positioned to readily exchange information.

- When networks are limited to show only the collaboration level of interactions, fragmentation of the network emerges and there are shifts in the position of the programs at the core and periphery of the network. These shifts in the location of some programs, depending on the level of interaction, might provide key information to help strengthen network ties. In particular, programs that are more central at the level of collaboration compared with the complete network should be studied to learn how to increase collaboration among other programs.

Chapter 1: **Introduction**

First 5 Fresno County (F5FC) is guided by three focus areas: Family Strengthening (FS), Early Care and Education (EC), and Health (HE). The outcomes in these focus areas relate specifically to children ages 0 to 5, their parents, and professionals in the community that serve these children and their families. These three focus areas are integrated under the overarching goal of Systems Improvement, which is articulated as maximizing organizational systems and policies that serve children and their families. Over the past years, F5FC has put emphasis on developing partnerships with an array of organizations in Fresno County to ensure that all children have a healthy development and are ready to start school. F5FC understands that this goal hinges on improving coordination and collaboration among agencies that serve children and families. This in turn, it is hoped, will ultimately improve the system of services for families with children ages 0 to 5 in the County.

F5FC continues to actively facilitate increased collaboration and coordination among organizations funded by the Commission to strengthen the system of services for Fresno County's children and their families. F5FC has served and continues to serve as a catalyst for systems improvement by investing in public education campaigns that raise the importance of children's early years, advocating for policies that support children and their families, as well as bringing funded providers together to support innovative and promising practices.

> ## Systems Improvement Focus Area: Outcomes
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> 1. Community organizations and agencies work collaboratively to best support and partner with families optimal health and development.
> 2. Community agencies in Fresno County support the needs of young children and their families.
> 3. Services supporting the needs of young children and their families are accessible and delivered in culturally and linguistically appropriate manner.
> 4. Community members and policy makers advocate for an environment that is safe and nurtures young children and their families.
> 5. Local policies promote and meet the needs of young children and their families.
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> **Source:** 2008 – 2013 Strategic Plan, First 5 Fresno County

Evaluation of the Systems Improvement Focus Area

F5FC continues to evaluate the Systems Improvement Focus Area to better understand the changes to the system of services for children ages 0 to 5 and their families in Fresno County. As in Year One, Fiscal Year (FY) 2009-10, of the evaluation, F5FC again partnered with Harder+Company Community Research (Harder+Company)[2] to conduct an evaluation of the Systems Improvement Focus Area. This evaluation falls under the umbrella of the larger four-year evaluation of F5FC, also in collaboration with Harder+Company, which consists of four primary components:

1. Longitudinal survey of F5FC funded service providers with an inter-organizational network analysis of the system of care in the County.
2. Longitudinal survey of parents receiving services from F5FC funded programs.

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[2] Harder+Company Community Research is a California-based consulting firm that provides evaluation and planning services to nonprofits, local government agencies, and philanthropies.

3. Persimmony client demographic and service delivery data including analysis of outcome indicator data.
4. First 5 California Annual State Report.

Organization of Report

This report is organized along four chapters. Chapter 1 provides the introduction to this report. Chapter 2 presents the methodology used for the longitudinal provider survey and social network analysis including a description of the instrument, the administration process, and data analysis techniques implemented. Chapter 3 identifies the findings from the longitudinal provider survey along the following sections (a) characteristics of respondents, (b) organizational capacity, staff retention, and training, (c) accessibility to funded services, (d) culturally and linguistically appropriate services, (e) challenges to accessing services, (f) use and implementation of best practices, (g) sustainability, (h) understanding of F5FC policy and advocacy, and (i) satisfaction with F5FC staff and other funded service providers. Chapter 4 describes the results from the social network analysis, and the final chapter (Chapter 5) discusses the implications for program planning and service delivery.

Chapter 2: **Longitudinal Service Provider Survey & Social Network Analysis Methodology**

Year Two (FY2010-11) of the Systems Improvement Focus Area evaluation continues to be guided by two evaluation questions that aim to measure changes in the systems of care across time. The evaluation questions are identified below.

3. Have service providers participating in F5FC funded programs improved their skills, knowledge, and behaviors to improve services to families with young children in the County?
4. To what extent has F5FC acted as a catalyst and convener for change in systems of care in Fresno County?

Survey Instrument

The longitudinal service provider survey and social network analysis instrument consisted of two primary sections. The first section assessed funded service provider capacity, use of best practices, staff retention and training, types and qualities of services offered, sustainability plans, program accessibility, and satisfaction with F5FC. The second section of the instrument included the Levels of Collaboration Scale[3]. This scale was used to understand the systems of care for children ages 0 to 5 and their families in Fresno County by examining the current interactions and collaborations among funded service providers. The Levels of Collaboration Scale looks at the coordination of services within local provider systems for children and families and assesses the structural characteristics of these networks in order to describe the linkages and interactions among organizations.[4] This method is derived from the inter-organizational network analysis. It provides for a quantifiable basis for understanding the system of care. Using network maps to obtain "snapshots" of systems at different points in time we can track changes in the system of Fresno County to identify the impact of F5FC investments on these systems.

Survey Administration

The Year Two longitudinal service provider survey and social network analysis instrument was reviewed in collaboration with F5FC staff and modified to fit the current needs of the F5FC Commission. The revised version of the instrument was pilot tested with a small sample of F5FC funder service providers. The final revised version of the instrument was then placed on the web using SurveyMonkey software. Respondents were given the option of completing a paper or web-based survey. The survey was administered to the same staff and administrators that completed the survey in Year One of the evaluation. Staff and administrators that completed the survey consisted of direct line staff as well as managers and administrators who supervised the funded program, typically program directors, program coordinators, executive directors or other senior line staff. In cases where staff and administrators that completed the survey in Year One were not available, F5FC staff was asked to identify other staff and administrators to complete the survey.

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[3] The Levels of Collaboration Scale was developed by Frey B.B., Lohmeier J.H, Lee S.W., and Johanning M.L. (2004). Measuring change in collaboration among school safety partners. Retrieved August 12, 2008 from http://web.ku.edu/~spear/Documents/Measuring_Change_in_Collaboration_Among_School_Safety _Partenrs.pdf.

[4] This method combined inter-organizations theory with social network analysis techniques and has a long history of usage (Morrissey, 1992; Fried, Bruce, Johnsen, Starrett, Calloway and Morrisey, 1998; McKinney, Morrisey, and Kaluzny, 1993).

Data Analysis

Data from the first section of the instrument were analyzed using the Statistical Package for the Social Sciences (SPSS). Items were analyzed descriptively to produce frequencies, means, and composite scores. Responses were first analyzed for individual respondents (keeping in mind there were two respondents or more for the majority of providers). These analyses were followed by the aggregate of responses for each program to describe the combined perspective of staff and administrators at the service provider program[5] level. Qualitative data from open-ended responses were analyzed using content analysis, a technique whereby common themes are identified and described.

Data from the second section of the instrument, Levels of Collaboration Scale, were analyzed using social networking mapping to examine the network of interactions among service providers. Network mapping is an innovative method developed by Harder+Company to measure transformations in systems of care towards greater coordination and collaboration[6]. This year the survey produced four distinct service provider networks for analysis. Each network consisted of a different mix of funded or non-funded programs in Fresno County, as follows:

1. Forty-six funded service providers for FY2010-11: These consisted of all respondents to the Year Two survey, even if some did not respond to the first year survey.
2. Seventy-three funded and non-funded service providers (46 funded programs and 27 non-funded programs) for FY2010-11: These consisted of the 46 funded programs as well as those non-funded service providers who were nominated by at least one of the funded providers.
3. Twenty-eight non-funded service providers compared with F5FC (27 non-funded service providers and F5FC): These were only the non-funded service providers nominated by the Year Two funded program respondents.
4. Twenty-seven overlapping service providers for FY2009-10 and 2010-11: These were the funded programs that have data for both years of the survey.

Across the four analyses, respondents from each service provider were asked to rate each service provider listed in the survey using the levels of Collaboration Scale, and the scores were then aggregated to the program level by calculating an average score. Each provider level score was then mapped using network mapping software that produced structural statistics of the properties of each network and the location of each service provider within each network in two-dimensional space. Higher levels on the Collaboration Scale correspond to a greater sharing of information and resources as well as mutual decision-making.

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[5] Throughout this document, program is defined as a specific program, whether funded by First 5 Fresno County or not, or regardless of the umbrella agency overseeing the program. For the purposes of the survey analysis at the program level, multiple programs within the same agency funded by F5FC are treated as separate programs.

[6] Resnick, G, Martinez, R., Lee, S., and Harder, P. (2011). From Survey Data to Network Mapping and Beyond: Describing Inter-Organizational Coordination and Collaboration Networks. Demonstration Session at the Annual Meeting of the American Evaluation Association, November 2-5, Anaheim, California.

Chapter 3: **Longitudinal Service Provider Survey Findings**

This chapter summarizes results from the Year Two longitudinal service provider survey administered to F5FC funded programs between February 2010 and March 2010. This chapter is organized along the topics identified below. Where appropriate, data gathered from the first year survey in (FY2009-10) are compared to the findings from this year (FY 2010-11).

i) Characteristics of respondents and funded programs.

j) Organizational capacity, staff retention and training.

k) Accessibility to funded services.

l) Referral practices.

m) Use and implementation of best practices.

n) Sustainability with F5FC and other funded programs.

o) Understanding of F5FC policy and advocacy.

p) Satisfaction with F5FC staff and other funded service providers.

Characteristics of Respondents and Funded Programs

Ninety-six respondents completed the survey this year; representing a total of forty-six F5FC funded programs. Similar to last year, 100 percent of those contacted completed the survey. The majority of respondents that completed the survey reported they worked as program managers, coordinators or supervisors (50 percent) or direct line staff (40 percent). Over one-third (36.5 percent) of respondents reported working at their respective programs for five years or more. This marks nearly a fifty percent decrease from FY2009-10 where 70 percent of respondents reported working at their agencies for five years or more. There was also an increase in the number of respondents who reported working at their programs for less than one year, from 3.5 percent in FY2009-10 to 21.9 percent this year. Thus, respondents in the second year survey tended to be new to their current positions within their agencies, even if they were not new to the umbrella agency.

Who Completed the Web-Based Survey?

	2009-10	2010-11
Programs	29	46
Respondents	57	96
Respondent Type		
Executive Directors	4	9
Program manager	22	48
Direct line staff	20	39

Education Level. Similar to the previous year, approximately half (53.1 percent) of the respondents reported having a Bachelor's degree or completing some graduate level course. Slightly less than a quarter (24.0 percent) had a Master's degree, Doctorate, or other professional degree.

Ethnicity. This year a larger proportion of respondents identified as Latino (50.0 percent) compared to FY2009-10 (33.3 percent). That was followed by approximately 28 percent of service providers that identified as Caucasian and seven percent who reported their ethnicity as Hmong.

Organizational Capacity, Staff Retention, and Training

Survey respondents were asked to estimate the percent of funding their programs received from F5FC, report the types of trainings offered to staff and efforts to sustain their cultural competency, rate their overall program capacity, and identify the populations and communities served. Findings are described below.

F5FC Funding. This year there was a considerable change in the overall percent of funding that programs receive from F5FC. Nearly two-thirds (63.0 percent) of respondents estimated that between 75 and 100 percent of the

Exhibit 1. Percentage of Funding from F5FC			
Percent of Funding	**2009-10**	**2010-11**	Difference (Yr.1 – Yr. 2)
0%-24%	58.6%	6.5%	-52.1%
25%-49%	13.8%	8.7%	-5.1%
50%-74%	10.3%	21.7%	11.4%
75%-100%	17.2%	63.0%	45.8%
Total	**100.0%**	**100.0%**	

funding for their program came from F5FC compared to less than a quarter (17.2 percent) of respondents that reported receiving the same percentage of funding in FY2009-10 (see Exhibit 1). Moreover, in FY2009-10 a larger proportion of respondents estimated the percentage of funding that comes from F5FC was between 1 and 24 percent. These results may reflect the decreased amount of funding available to agencies caring for families with young children in Fresno County and the increased importance of F5FCto the sustainability of programs for this population.

Staff Training. Most respondents reported receiving: F5FC Administrative procedures (97.8 percent); child abuse/neglect (91.3 percent); developmental screenings (80.4 percent); cultural competency (78.3 percent); early education quality improvement (65.2 percent); infant-family early child mental health (65.2 percent); and reflective practice (65.2 percent). The types of training most received by staff were similar to those reported in the first year (FY2009-10), with the exception of training in parent education. The survey also asked respondents to identify what entity provided the training. Options included F5FC or another provider.

The types of training most often provided by F5FC, as a percentage of respondents who reported receiving any training, were similar to those identified in FY2009-10, and are listed below.

- F5FC Administrative Training (97.8 percent received training; of these, 88.9 percent from F5FC).
- Touchpoints Training (39.1 percent received training; of these, 83.3 percent from F5FC).
- Capacity building/Sustainability Training (54.3 percent received training; of these, 64.0 percent from F5FC).
- Reflective Practice Training (65.2 percent received training; of these, 60.0 percent from F5FC).
- Developmental Screening Training (80.4 percent received training; of these, 45.9 percent from F5FC).

The largest discrepancies between the percentages of respondents who received training and those who reported that the training came from F5FC also followed similar patterns as in the first year survey (FY2009-10) with the exception of parent education, as follows:

- Child abuse/neglect awareness (91.3 percent received; of these, only 2.4 percent from F5FC).

- Cultural competency (78.3 percent received training; of these, only 2.8 percent from F5FC).

- Nutrition and Physical Activity Training (63.0 percent received training, of these 10.3 percent from F5FC).

- Parent Education Training (60.9 percent received training; of these, 10.7 percent from F5FC).

- Infant-Family, Early Childhood Mental Health Training (65.2 percent received training; of these, 13.3 percent from F5FC).

Efforts to Sustain Cultural Competency. The survey also asked respondents about their efforts undertaken in the last year to ensure that their services reflect the language and culture of the populations they served. This section of the survey was expanded from the FY2009-10 survey to include more response options. As Exhibit 2 shows, a majority of the programs hired diverse staff that reflects the population being served, and provided cultural competency trainings to the staff. Additionally, sixty-five percent or more of survey respondents reported that they consulted with other agencies that work with culturally diverse populations, and read about trends in culturally competent approaches to sustain their cultural competency.

Exhibit 2. Efforts to Sustain Cultural Competency	
	Percent
Cultural competency trainings	78.3%
Hiring diverse staff	84.8%
Consulting with other agencies who work with culturally diverse populations	67.4%
Reading about trends in culturally competent approaches	65.2%

Ethnic/Cultural Populations Served. Consistent with FY 2009-10 findings, results this year indicate that F5FC funded programs continue to serve a large proportion of Latino children and families (71.7 percent). Other populations served by funded programs include African American (43.5 percent), Caucasian (41.3 percent), and Hmong (37.0 percent) children and families. These findings suggest that F5FC funded programs are reaching Fresno County's largest ethnic/cultural populations. Additionally, these findings are consistent with data gathered from both the Persimmony database system and parent interview study. Latino children are the largest population being served followed by Caucasians, Hmong, and African Americans.

Communities Served. Respondents were asked to identify the communities in Fresno County their programs served. More than three-quarters of respondents indicated they primarily serve the city of Fresno (78.3 percent). This finding is consistent with the data gathered in FY 2009-10. Clovis (39.1 percent), Mendota (32.6 percent), Firebaugh (30.4 percent), Parlier (28.3 percent), Sanger (28.3 percent), Kerman (26.1 percent), and Selma (26.1 percent) were other areas primarily served by F5FC funded programs in FY2010-11.

Target Populations. Service providers were asked to identify specific populations, if any, their program targeted for services.[7] Infants and toddlers (76.2 percent) and low-income families (71.4 percent) were the two

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[7] In FY2010-11 the question pertaining to populations targeted by F5FC funded service providers was revised to incorporate more categories.

populations most targeted by F5FC funded service providers. Over fifty percent of service providers also reported targeting non-English speakers (57.1 percent) and immigrant families and refugees (54.8 percent). Other populations targeted, but to a lesser extent, were populations living in rural areas (45.2 percent), children attending low-performing schools (40.5 percent), and teen parents (31.0 percent).

Program Capacity. The perceptions of F5FC funded service providers concerning the management atmosphere at their respective programs were measured using a modified version of the Policy and Program Management Instrument (PMI) measure. As illustrated by Exhibit 3, respondents were overwhelmingly positive about the management climate in their programs. Findings suggest respondents are satisfied with the managers and administrators at their funded program.

Exhibit 3. Program Capacity	
My program has…	Agree / Strongly Agree
Managers and administrators who hire qualified staff.	100.0%
Managers and administrators who demonstrate expert knowledge in our program's subject matter.	97.8%
Managers and administrators that communicate effectively with staff who represent diverse cultures.	95.7%
Clear guidelines for making referrals to community agencies.	95.7%
Managers and administrators who effectively coordinate activities between program components.	95.6%
Managers and administrators who communicate effectively with each other.	95.6%
Managers and administrators who promote direct service environments that reflect the mission statement.	95.0%
Managers and administrators who provide sufficient assistance to staff in the centers.	93.3%

Accessibility to Funded Services

F5FC is dedicated to providing services that are accessible to all children ages 0 to 5 and their families who reside in Fresno County. To ensure that funded services meet the needs of children and their families, survey respondents were asked about factors related to the accessibility of services including the location of services, hours of operation, languages in which services are offered, and challenges faced by clients when trying to access services.

Location of Services and Accessibility. Similar to FY2009-10, this year the majority of respondents reported they offered services at the program's location. As illustrated in Exhibit 4, over half of the service providers also indicated they offered services in the client's home and at school sites. When compared to FY2009-10, this year slightly fewer service providers reported providing services in the client's home (65.2 percent vs. 72.4 percent), at community fairs (32.6 percent vs. 44.8 percent), and at school sites (52.2 percent vs. 65.5%).

Exhibit 4. Types of Locations where Funded Service Providers Offered Services

Types of Locations[1]	Percent
At the program's location	89.1%
In client's home	65.2%
At a school site	52.2%
At a partner agency	43.5%
At public spaces such as community centers, churches, or libraries	41.3%
At family child care/child care sites	38.4%
At community fairs	32.6%
Other	19.6%
Through mobile services, such as mobile van	10.9%
At health clinics	8.7%

The survey then asked respondents to indicate if their facility was accessible to participants via public transportation, and if their program was co-located with other services offered to children ages 0 to 5 and their families. An overwhelming majority (91.9 percent) of service providers reported that their program was accessible to participants via public transportation. Approximately the same proportion of respondents as last year (82.1 percent vs. 84.0 percent) reported that their funded services were co-located with other services offered to children and their families.

Hours of Operation. Nearly all respondents reported that they offered services to participants weekday mornings (95.7 percent) and weekday afternoons (87.0 percent). About one-third (34.8 percent) also offered services weekday evenings which was similar to what respondents reported in FY2009-10 (31.0 percent). This year respondents reported their funded programs provided fewer services to participants on the weekends (19.6 percent vs. 31.0 percent), and on-call services for emergencies (17.2 percent vs. 6.5 percent). This decrease in services offered on the weekend and on-call services for emergencies may be due to the diminished funding levels faced by many agencies this year.

Languages of Services Offered. To assess the degree to which services offered were culturally and linguistically appropriate, the survey asked respondents in what languages programs offer services, the languages program staff speak, and the languages the program offers written materials in. Almost all respondents reported offering services in English (97.8 percent) and Spanish (87.0 percent) with a slightly larger percentage of programs offering services in Spanish this year compared to FY2009-10 (87.0 percent vs. 79.3 percent). Additionally, this year slightly fewer respondents reported offering services in Hmong compared to last year (37.0 percent vs. 44.8 percent).

English (97.8 percent) and Spanish (89.1 percent) were also the two languages most respondents reported their program staff speak, followed by Hmong (45.7 percent). These findings suggest that funded program staff is responsive to the needs of their clients. In addition, this year there was an increase in the number of respondents that reported their program staff speaks Spanish, from 79.3 percent in FY2009-10 to 89.1 percent this year. When asked to identify the languages their programs offer written materials in, as expected, most offered written materials in both English (95.7 percent) and Spanish (91.3 percent). This year there was a decrease in the percentage of respondents that reported their program offered written materials in Hmong compared to FY2009-10 (41.3 percent vs. 51.7 percent).

Challenges to Accessing Services. Lastly, respondents were provided with a list of potential barriers their clients face when trying to access services, and were asked to rate – based on their experience – the degree to

which each type of barrier posed a challenge their clients, using the scale "all of the time," "most of the time," "some of the time," or "never." The largest proportion of respondents identified the lack of transportation services (46.7 percent) and services not provided in locations or neighborhoods where the target population lives as barriers to accessing services encountered by their clients either "most of the time" or "all of the time." Other barriers identified by a large percent of respondents as challenges to accessing services "most of the time" or "all of the time" included: the lack of knowledge in the community about F5FC funded programs and services provided (22.2 percent), target population relocating due to seasonal agricultural work (17.7 percent), lack of linguistically appropriate services (15.6 percent), and services provided at times that are not accessible to parents (15.5 percent).

Referral Practices

This year the survey added a section that focused on the referral practices of funded programs. The referral practices section was intended to further explore the degree to which funded programs refer clients to other F5FC funded programs, the processes used by funded programs to track referrals, the frequency of referral follow-up, and barriers to successful referrals. For the purposes of this survey, successful referrals are defined as referrals that lead a client to connect in-person or by phone with the agency or program referred to for needed services.

Results show that nearly all (95.7 percent) respondents referred their clients, when appropriate, to other F5FC funded programs. A similar proportion of respondents indicated their program had a system in place to track referrals (95.5 percent). Those respondents that reported having a referral tracking system were then asked to rate the quality of their system. Approximately two-thirds of respondents (67.5 percent) reported that their tracking system worked "very well" and 32.5 percent reported it work "somewhat well." When asked about the frequency of referral follow-up, over half (64.3 percent) indicated they "always" follow-up on referrals made. This was followed by 26.2 percent that reported that they "usually" follow-up, and 9.5 percent that follow-up on referrals "as time permits." These findings suggest that while most respondents have a system in place to track referrals and believe their tracking system works "very well" or "somewhat well" there is room for improvement. To put within a larger context, the large percentage of respondents who indicate they refer clients and that they always follow-up on the referral may be due to the introduction of a referral outcome indicator in Persimmony that asks providers to complete for each client, once per quarter during this year.

Respondents were then asked to identify barriers that may interfere with a client's ability to connect with the agency or program referred to (i.e., successful referrals). As shown in the exhibit below, transportation emerged as the primary barrier to successful referrals. Over fifty percent of clients also identified the following as barriers to successful referrals: other organizations are full or there are waiting lists, clients refuse to follow-up with services, and clients no longer in the programs.

Exhibit 5. Barriers to Successful Referrals	
Types of Barriers	**Percent**
Transportation	81.8%
Other organizations are full/there is a waiting list	56.8%
Clients refuse to follow-up with services	54.5%
Clients exit program/services	54.5%
Clients are lost to follow-up	47.7%
Confusing for clients to navigate services needed	43.2%
Lack of appropriate resources in the region	43.2%
Filling out paperwork is cumbersome	38.6%
Lack of culturally appropriate services	31.8%
Other	20.5%
Agencies referred to refuse to share information	15.9%
Unknown admittance requirements	13.6%

Use and Implementation of Best Practices

To measure the extent to which F5FC funded service providers continue to use best practices in the design and implementation of services, the survey asked respondents the same series of questions asked in the FY2009-10 survey instrument. Questions asked included whether or not best practices were used in the design and implementation of services; if so, how their program defined best practices, and the methods for determining the use of best practices. Respondents were then asked to rate the extent to which the best practices selected were implemented as planned, and lastly, to identify any challenges encountered when implementing their best practices.

As in the previous year, all respondents, with the exception of one, reported using best practices in their program design and implementation. Compared to the previous year, a greater proportion of respondents reported that their program defined best practices as those approved by the program's leadership (89.1 percent), those that demonstrated positive outcomes (88.9 percent), and evidence from the research literature (86.7 percent). Based on feedback from F5FC staff and funded service providers, this year the survey added "programs that can be replicated in different settings" as a response option to define best practices. Eighty percent of respondents reported using the new category as a method for defining best practices. Lastly, there was also an increase in the percentage of respondents that reported they define best practices as those recommended by colleague(s) in the same field (27.6 percent vs. 71.1 percent).

> **Best Practices**
>
> Best practices is defined as the degree to which service plans are based on what is known in the research literature as being related to positive outcomes. Best practices are evidence-based in which the best available research evidence in the provision of services in a given area. Although Evidence-Based Practices (EBP) originated in the medical field where the standard of evidence involved randomized controlled trials, more recently the fields of psychology and education have embraced the evidence-based practice movement as a nationwide effort to build quality and accountability.
>
> *Source: Metz, A.J.R., Espiritu, R., and Moore, K.A. (2007). What is evidence-based practice? Research to Results Brief. Publication #2007-14. Child Trends: Washington, DC.*

Respondents were also asked to identify factors they deemed important when choosing the best practices for their programs. The top three factors identified by most respondents were (1) fit with the needs of the population (93.3 percent), (2) feedback from program participants (84.4 percent), and (3) learning about what works and doesn't work as the program was developed (77.8 percent). These results differed from those obtained in FY2009-10, where most respondents reported receiving training from a national organization on best practices, reading the evaluation and research literature, and learning about what works and doesn't work as the program was developed (see exhibit below). Findings suggest that respondents this year relied more heavily on methods that are not as grounded in the evidence-based definition of best practices. As mentioned last year, these findings may be the result of not effectively identifying best practices for many fields of service. Additionally, this year after consulting with F5FC staff and funded service providers, the survey added more response options that were not necessarily grounded in evidence-based definition of best practices but resonated with service providers. Another potential explanation is that respondents this year tended to be relatively new to the programs in which they were working, as noted earlier a larger percentage had been with the program for less than one year, and thus may not have been as aware of best practices as more seasoned staff.

Exhibit 6: Methods for Determining Use of Best Practices			
Methods	2009-10	2010-11	Difference (Yr. 1 – Yr.2)
Fits with needs of the population	---	93.3%	na
Feedback from program participants	---	84.4%	na
Learned about what works and doesn't work as the program was developed	82.8%	77.8%	-5.0%
Read the evaluation and research literature on what works	82.8%	68.9%	-13.9%
Consulted with other agencies regarding best practices they used	75.9%	66.7%	-9.2%
Received training from a national organization on best practices	86.2%	66.7%	-19.5%
Other	17.2%	15.6%	-1.6%

The survey also asked respondents to rate how closely the best practices were implemented as planned, using a scale from (1) Not at all like what was intended, (2) Somewhat like what was intended, (3) Quite a bit like what was intended, to (4) Exactly like what was intended. Similar to last year, most respondents reported they implemented their best practices "quite a bit like what was intended." Additionally, slightly over a quarter of respondents reported they were able to implement their best practices "exactly like what was intended."

When asked to identify challenges faced with implementing best practices, the primary challenges identified this year were the cost for training staff (60.0 percent), the number of staff required (53.3 percent) to implement best practices, and the cost of materials (51.1 percent) associated with best practices. These challenges were also identified in FY2009-10 survey. Challenges most commonly reported by respondents continue to be related to financial resources available to funded service providers.

Sustainability

In addition to supporting organizations and agencies that provide services to children ages 0 to 5 and their families, F5FC is dedicated to improving the sustainability of funded service providers. Funds dedicated to improving sustainability aim to institutionalize and sustain funded programs in the long term. To this end, the survey instrument asked respondents whether they obtained other funding in the past year, to identify

improved program capacity as a result of F5FC funding, and about their future sustainability plans. Almost two-thirds (64.1 percent) of respondents indicated that the funding received from F5FC enabled them to attract funding from other sources. Those who indicated F5FC helped them generate new funding were asked to identify the number of new partnerships they established as a result of the funding. The number of new partnerships ranged between one and eighteen with a median of three partnerships.

To better understand the benefits of F5FC funding to funded programs respondents were asked to rate a series of statements describing the potential benefits that may have occurred for them as a result of receiving funding from F5FC (Exhibit 7) . In general, the majority of funded programs reported several benefits they accrued as a result of F5FC funding. Further, there were some important changes from last year in the proportions reporting these benefits and the proportions of respondents reporting benefits tended to be higher this year than last year. The most notable increases occurred from the proportion of respondents that reported they were able to serve more diverse populations who speak different languages due to the funding received, which increased from 62.5 percent in FY2009-10 to 84.6 percent this year. As well, the proportion of respondents who reported improved methods for monitoring clients' progress increased substantially from 65.5 percent in FY2009-10 to 93 percent this year. The only benefit for which there was no change over the two years was the increased number of referrals, although since there was already a relatively high proportion in the first year reporting this benefit there is less room for it to show improvement. Finally, this year the survey instrument added the following response category: "Improve the ability to use data to tell the program's story "and almost all respondents reported this as a benefit. The large proportion may be due to the wealth of data produced in the last year that could be helpful to service providers, including Persimmony reports and the local evaluation report, all of which helped respondents tell the program's story.

Exhibit 7. Reported Benefits of F5FC Funding			
Benefits	**2009-10**	**2010-11**	Difference (Yr. 1 – Yr.2)
Improve the quality of services the program offers	87.3%	97.8%	10.5%
Improve the ability to use data to tell the program's story	na	97.7%	na
Serve more children prenatal through five and their families	85.5%	95.5%	10.0%
Establish new partnerships with other groups or organizations	90.9%	93.5%	2.6%
Improve methods for monitoring clients' progress	65.5%	93.0%	27.5%
Improve programs ability to serve populations who speak different languages	40.0%	84.6%	44.6%
Increase the number of referrals your program makes	81.8%	81.4%	-0.4%

Lastly, the survey instrument asked respondents whether they had a sustainability plan in place for their program, and if so, to identify the components included as part of their sustainability plan. The response categories for this question were expanded this year to more accurately capture all possible components of the sustainability plan. Compared to the previous year, there were fewer respondents who indicated some of the components of a sustainability plan, notably program monitoring and evaluation, which decreased from 96.5 percent of respondents to only 75.6 percent of respondents, as well as leadership succession, in which only 60 percent indicated this was part of their sustainability plan this year compared to 71.4 percent last year. The only component that showed an increase was long-term fund development in which 51.1 percent of respondents listed this year as part of their sustainability plan compared with 42.9 percent last year. These changes may have to do with the nature of the respondents who answered the survey this year, where there were many staff new to the program, but it could also reflect the tighter budgetary climate that place significant

restraints on what service providers can do in developing sustainability plans. It is perhaps ironic that, at a time when sustainability plans become more important to the long-term viability of service providers, they may feel less able to include some critical components in their plans, such as leadership succession and program monitoring and evaluation. Finally, many of the were endorsed by half or more of the respondents this year. This had the effect of substantially decreasing the percentage of respondents who gave "other" answers, compared to last year.

Exhibit 8: Components of the Sustainability Plan			
Components	2009-10	2010-11	Difference (Yr. 1 – Yr. 2)
Staff development	82.1%	75.6%	-6.5%
Program monitoring and evaluation	96.4%	75.6%	-20.8%
Building partnerships and collaboration	---	75.6%	na
Fiscal management	78.6%	73.3%	-5.3%
Program quality improvement	---	66.7%	na
Staff retention	---	62.2%	na
Leadership succession	71.4%	60.0%	-11.4%
Strategic planning	---	53.3%	na
Long-term fund development	42.9%	51.1%	8.2%
Board development	---	48.9%	na
Other	20.7%	11.1%	-9.6%

Understanding F5FC Policy and Advocacy

The survey instrument included a new section this year that asked about funded program's experience and understanding of F5FC's role with policy and advocacy efforts. The goals of this section were: a) to better understand the importance funded programs place on policy and advocacy efforts, b) to establish the visibility of F5FC's policy and advocacy work among funded programs, and c) to assess their satisfaction with the work done by F5FC in advocating for the County's children and families.

Respondents were first asked to rate the importance of the policy and advocacy efforts conducted by F5FC, on behalf of children ages 0 to 5 and their families, to their overall mission (Exhibit 9). All respondents rated the policy and advocacy work conducted by F5FC as "important" or "very important." Funded programs were then provided with a list and asked to identify those policy and advocacy efforts to which F5FC contributed, as part of their overall mission. Most respondents were aware of F5FC's role in encouraging elected officials to place priority of children's issues (93.5 percent) and their efforts to educate service providers on how to communicate and advocate for children and families (91.3 percent). Employer policies to support parents in the workplace and breastfeeding supports and hospital policies received fewer endorsements from respondents.

Exhibit 9. F5FC's Policy and Advocacy Efforts	
	Percent
Encouraging elected officials to place priority on children's issues	93.5%
Educate service providers on how to communicate and advocate for children and families	91.3%
Employer policies to support parents in the workplace	78.3%
Breastfeeding supports and hospital policies	76.1%
Other	8.7%
Don't know	6.5%

Respondents were then asked to indicate their awareness of F5FC's current policy and advocacy activities and then, for those activities in which they were aware, to rate the success of these efforts (Exhibit 10). Almost all respondents reported knowing about F5FC's media and public information campaigns and most knew of F5FC's efforts to build coalitions and constituencies (71.9 percent). Fewer were aware of F5FC's efforts, measuring the effects of policy and advocacy efforts (61.5 percent), and education meetings held with key policy makers (64.6 percent).Of those who were aware of each activity, almost all respondents rated F5FC's efforts as "excellent" or "good," with the highest positive ratings going to F5FC's media and public information campaigns.

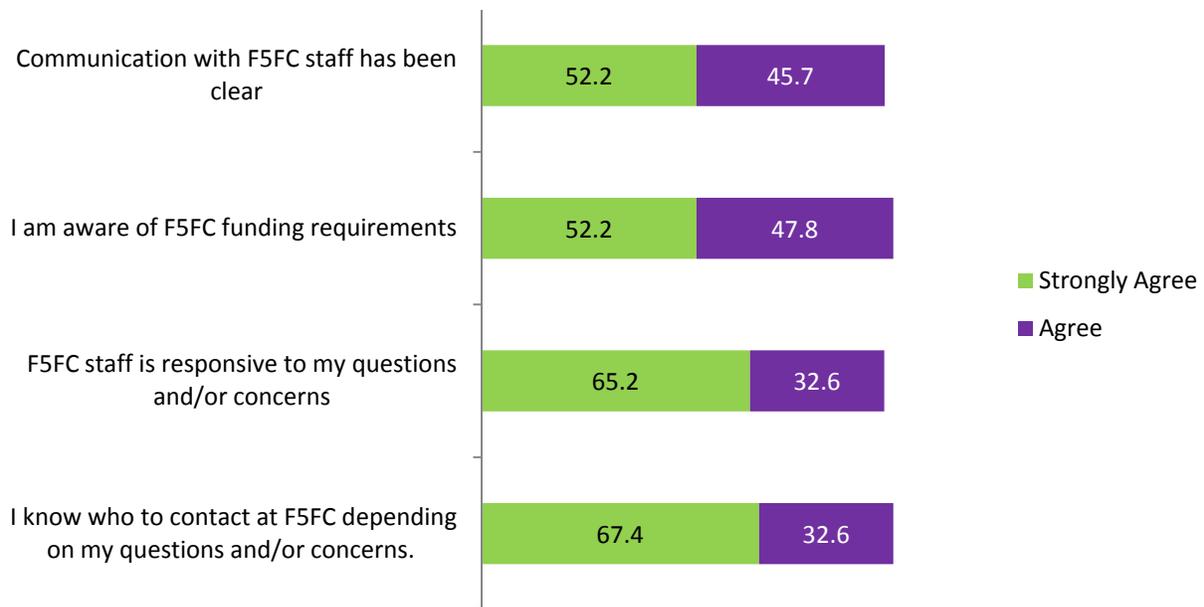| Exhibit 10: Rating F5FC 's Current Policy and Advocacy Efforts					
Percent of Those Aware					
	Percent Aware	Excellent	Good	Fair	Poor
Implementing media and public information campaigns	94.80%	68.90%	31.10%	---	---
Building coalitions and constituencies	71.90%	50.00%	42.90%	7.10%	---
Measuring the effects of policy and advocacy efforts	61.50%	58.80%	38.20%	2.90%	---
Holding education meetings with key policy makers	64.60%	54.10%	45.90%	---	---

Finally, the last question in this section asked respondents about their satisfaction with F5FC's policy and advocacy efforts. Most respondents reported they were "very satisfied" with F5FC's efforts on advocating on behalf of children ages 0 to 5 and their families, and 81.1 percent were "very satisfied" with the educational meetings held with key policy makers.

Satisfaction with F5FC and Other Funded Programs

Respondents were asked to rate their satisfaction with F5FC staff and their relationships with other funded programs.

Satisfaction with F5FC Staff. Similar to findings from last year, there were high levels of overall satisfaction with F5FC staff. Nearly all respondents either "strongly agreed" or "agreed" with the statements about their communication with F5FC staff, as depicted in the exhibit below. However, compared with last year, this year a smaller proportion of respondents indicated that they strongly agreed (vs. agreed) with the statements about satisfaction. This suggests that while funded programs were highly satisfied this year with F5FC staff, satisfaction was higher in the previous year.

Exhibit 11: Satisfaction with F5FC Staff

Statement	Strongly Agree	Agree
Communication with F5FC staff has been clear	52.2	45.7
I am aware of F5FC funding requirements	52.2	47.8
F5FC staff is responsive to my questions and/or concerns	65.2	32.6
I know who to contact at F5FC depending on my questions and/or concerns.	67.4	32.6

Satisfaction with Relationships with Other Funded Programs. This year, there was an increase in respondent's satisfaction with their relationships with other funded programs. Compared to FY2009-10, a greater percentage of respondents this year reported being "very satisfied" (69.0 percent vs. 76.1 percent). The largest increase among proportions of respondents who were "very satisfied" occurred for F5FC's role towards promoting collaborative relationships among F5FC funded programs, from 55.2 percent in FY2009-10 to 71.7 percent this year.

Chapter 4: Levels of Collaboration/Network Analysis Findings

An important element of the Web-Based Service Provider Survey was the inclusion of the Levels of Collaboration Scale[8] to assess levels of interaction among F5FC funded and non-funded programs (see box). One to four different respondents[9] from each program[10] completed the survey and rated the level in which their program interacts with every other program in FY2010-11. Non-funded programs were identified based on nominations from respondents of

Exhibit 12: Year 2 Programs and Respondents

	F5-funded programs	Non-funded programs	F5FC	Total
Total # of Programs	46	27	1	74
Total # of Respondents	96	31	1	128
Executive Director	9	7	1	17
Program Coordinator	48	16	0	64
Line Staff	39	8	0	47

funded programs, and then up to two individuals from the non-funded programs were asked to complete only the Levels of Collaboration Scale, which included F5FC as one of the agencies. The scores of respondents from the same program were then averaged and rounded up to produce one program-level score on the Levels of Collaboration Scale. The program-level scores were then mapped using NetDraw, a network mapping software. The resulting network maps allow us to examine the nature of interactions within various networks of programs in Year Two of the evaluation and to assess changes in the nature of the network maps from the first year the survey was given.

The network maps presented in this section provide insight into understanding relationships between funded and non-funded programs and how they are situated within the larger context of a network of service providers. More importantly, the network analysis can help strengthen F5FC's understanding of how to develop deeper levels of engagement among programs and how programs can be strategically aligned to strengthen the system of services for children

Levels of Collaboration Scale

0. **No Interaction**

1. **Networking:** Aware of organization; loosely defined roles; little communication; all decisions are made independently.

2. **Coordination:** Share information; some defined roles; frequent communication; some shared decision making.

3. **Collaboration:** Share ideas and resources; frequent communication is characterized by mutual trust; decision making is done jointly.

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[8] Developed by Frey BB, Lohmeier JH, Lee SW, Tollefson N, and JohanningML. (2004). Measuring change in collaboration among school safety partners. Available from: *web.ku.edu/~spear/Documents/Measuring_Change_in_Collaboration_Among_School_Safety_Partners.pdf*

[9] These were the same respondents who completed the entire web-based survey. Prior chapters described the numbers of respondents and their positions at their programs. The survey goal was to ensure that multiple staff members completed the survey in order to gather multiple perspectives. Additionally, to the extent possible, the same survey respondents from each program in Year One were asked to complete the Year Two survey.

[10] Throughout this document, program is defined as a specific program, whether funded by First 5 Fresno County or not, or regardless of the umbrella agency overseeing the program. For the purposes of this network analysis, multiple programs within the same agency are treated as separate programs.

ages 0 to 5 in Fresno County. This is particularly critical as service providers are being called upon to meet the increasing needs of children and families at a time when budgets and resources continue to diminish.

Networks Examined

The 2010-11 Service Provider Survey marks the second year of the network analysis and allows for a study of shifts service provider networks over a one year time interval. In addition to tracking the same cohort of programs from Year 1 to Year 2 of the evaluation, three new networks are included in the year two analysis. For these three networks, the 2010-11 data serves as a baseline for understanding the transformation of the networks over time.

Network maps are presented for the following four sets of programs:

Set A: **Year 1 (2009-10) and Year 2 (2010-11) funded programs** – This set is composed of the same cohort of 27 programs that responded to the survey in Year 1 and 2. There were originally 29 programs that responded to the survey in Year 1. However, two of these programs did not receive F5 funding in Year 2 and were not included in this year's survey.

Set B: **Year 2 funded programs** – A total of 46 funded programs responded to the survey in Year 2. These programs include the 27 programs that responded to the survey in Years 1 and 2, as well as another 19 programs that only responded to the survey in Year 2. Of the 19 programs that were added to the survey in Year 2:

- 14 programs were funded by F5FC in Year 1, but were not asked to participate in the survey[11]; and
- 5 programs were newly funded in Year 2.

Set C: **Year 2 funded and non-funded programs** – There are a total of 73 programs in this set. It combines the 46 funded programs from Set B with 27 non-funded programs that responded to the survey in Year 2. The 27 non-funded programs were nominated by respondents from the 46 funded programs and then asked to complete only the Levels of Collaboration Scale for all funded programs.

Set D: **Year 2 non-funded programs with F5FC** – There are a total of 28 programs in this set. It includes F5 Fresno as a program along with the same 27 non-funded programs in Set C that responded to the survey in Year 2.

For each set, maps were generated to show relationships at two levels of interaction – (1) all levels of interaction, which include networking, coordination, and collaboration level interactions and (2) collaboration. The accompanying Map Book shows network maps separately at four levels of interaction, including all interactions, networking, coordination and collaboration. To preserve the confidentiality of programs, their names are not identified on the maps in this chapter. Although program names are withheld in this report, the Map Book will contain program names but will only be made available to F5FC and funded service providers. This set of maps will help F5FC and the service providers identify the nature of relationships between specific programs and clusters of programs that can benefit from creating and deepening relationships with each other.

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[11]These programs were excluded from the Year 1 survey because they were not receiving funds under a Commission Initiative at that time.

Finding Meaning in Mapping

The analysis of inter-agency networks described in this report, using network mapping, is an innovative method developed by Harder+Company to measure transformations in systems of care towards greater coordination and collaboration[12]. The purpose of mapping interactions is to show how systems change interventions brought about by F5FC funding can influence the nature of relationships between programs. When viewing the maps, it is important to consider that many factors can shape the nature of interactions among programs. For instance, programs may have pre-existing relationships, complementary program objectives, or have longer tenure in the region, all of which can influence the nature of interactions within the network. Although it is desirable to show increases in interactions at the two highest levels of the scale, coordination or collaboration, it would be overly simplistic to expect that all programs should be interacting at the highest level. We may expect programs that serve similar populations and have congruent or complementary goals to have high levels of collaboration with other similar programs, but it may be sufficient for programs serving different populations or in different regions to show greater coordination and some increases in collaboration. Network analysis provides F5FC and its service providers with valuable information to (1) understand their position in the network of service providers, (2) describe how their positions change over time, and 3) begin discussions on how to strategically align programs to strengthen and better integrate the County's system of services.

When viewing these maps, key features to consider are *interaction*, *density* and *closeness*, as described below.

- **Interaction.** Each point on the map represents a program. The lines between two points represent direct *interactions*, which are based on how programs were rated on the Levels of Collaboration Scale by other programs. When a program indicates that it has some level of interaction with another program (that is, networking or higher on the scale) then a line is drawn between the two points. There are two key features of a line that distinguishes the type of interaction between programs. The *arrow* at the end of the line shows the direction of the interaction, with the arrow pointing from the program making the rating to the program being rated. The *thickness* of the line shows if there is mutual agreement in how each program rated their level of interaction with the other. When two programs rate their interaction at the same level, their direct interaction will be represented by a thicker line.

- **Density.** When looking at a network in its entirety, an important quality is the degree to which all members in the network are connected. *Density* describes the entire network and is defined as the proportion of the number of reported interactions to the total number of possible interactions in a network, regardless of the level of collaboration on the scale. [13]

- **Closeness.** Network maps illustrate not only the direct connections between programs, but also the indirect connections, where programs are connected through a third program. In a way, this is akin to the "small world" phenomenon[14], wherein unrelated individuals are connected to each other by six degrees of separation, or in a more recent study of Facebook users, individuals may be separated by no more than

[12] Resnick, G, Martinez, R., Lee, S., and Harder, P. (2011). From Survey Data to Network Mapping and Beyond: Describing Inter-Organizational Coordination and Collaboration Networks. Demonstration Session at the Annual Meeting of the American Evaluation Association, November 2-5, Anaheim, California.

[13] The total number of possible interactions is a theoretical maximum based on the number of programs in the network. It is calculated as k*(k-1) where k is the total number of service providers. For overall density, we report the total number of actual ties for all levels of collaboration and the percentage of all possible ties. For each level of collaboration we report the number and percentage of *actual* ties for a given level of collaboration, as opposed to the percentage of all *possible* ties.

[14] Travers, J. and Milgram, S. (1969). An experimental study of the small world problem. *Sociometry*. 32(4), 425-443.

four degrees.[15] *Closeness* scores result from the statistical analysis of direct and indirect connections and are reflected in the placement of programs on the maps in two dimensional space. Closeness scores reflect the number of direct and indirect connections that a given program has with other programs in the network, which is indicative of the ease with which information and resources can be transmitted from one program to another. Programs with smaller closeness scores have the shortest paths of connections to other programs and are often strategically positioned in the center of the network. These programs have high visibility within the network and may be better positioned to receive or disseminate information and mobilize resources. Conversely, programs with larger closeness scores may not be positioned to readily exchange information or coordinate services.

Reading the Maps

Shapes:

Circles = F5FC-funded programs **Triangles** = Non-funded programs **Squares** = F5FC

Lines: Lines represent interactions between two programs. Thicker lines represent reciprocal interactions, where both programs reported the same level of interaction.

Arrows: Arrows show the direction of the rating. Arrows point from the program making the rating to the program that is being rated.

Colors: Colors represent the "closeness" of each program. Programs with the smallest closeness scores are shaded in red and are considered "key players" in the network. These programs have the shortest paths of connection to other programs and are strategically placed closer to the center of the network. Programs with larger closeness scores are shaded in gray and are positioned at the peripheries of the network.

Closeness Scores

Small - Large

[15] Backstrom, L., Boldi, P., Rosa M., Ugander, J., and,Vigna, S. (2011) Four Degrees of Separation. Accessed November 2011 at: http://arxiv.org/abs/1111.4570 .

Set A: Year 1 and Year 2 Funded Programs

All Levels of Interaction

In this section, maps are presented for the original cohort of 27 F5FC funded programs that responded to the survey in both Year 1 and Year 2. The first set of maps show relationships at all levels of interaction, including those at the networking, coordination, and collaboration levels. Map A1 displays this network in Year 1, and Map A2 displays the same network in Year 2.
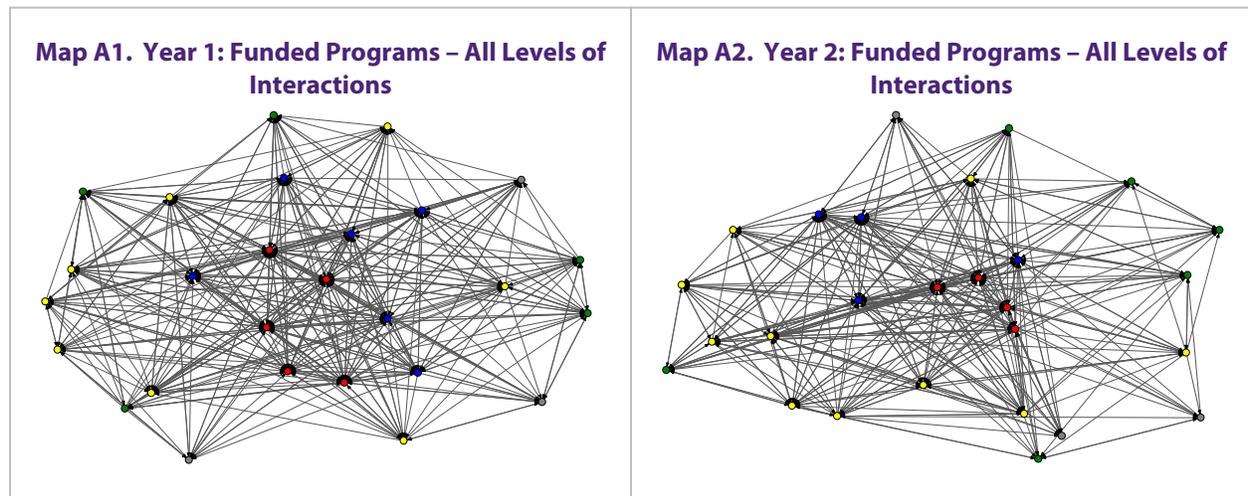
While the networks of funded programs in both Year 1 and Year 2 are relatively tightly knit, representing a little more than half of all possible interactions, the density of the network slightly decreased during this time span. In Year 2, programs reported having fewer direct interactions with other programs in the network of the same 27

Exhibit 13: Set A – Network Statistics

Year 1 and Year 2 Funded Programs	Year 1 2009-10	Year 2 2010-11
Total # of Programs	27	27
Density	59%	52%
# of possible interactions	702	702
# of actual interactions	415	365
Levels of Interaction (% of actual interactions)		
Networking	63%	64%
Coordination	17%	21%
Collaboration	20%	15%

funded programs. From Year 1 to Year 2, the reported number of actual interactions dropped from 415 to 365, decreasing the density of the network from 59 percent to 52 percent.

The slight reduction in overall network density was mirrored by a shift to less intensive relationships among programs. Although the proportion of interactions taking place at the networking level remained comparable in both years (~64 percent), there was a notable shift in the share of interactions taking place at the coordination and collaboration levels. From Year 1 to Year 2, the share of actual interactions taking place among these same 27 programs at the collaboration level decreased from 20 percent to 15 percent, and coordination level interactions increased from 17 percent to 21 percent. One possible explanation for this shift to less intensive relationships may be the across-the-board budget reductions that occurred for programs in

Map A1. Year 1: Funded Programs – All Levels of Interactions

Map A2. Year 2: Funded Programs – All Levels of Interactions

Year 2. As budgets are being squeezed, it is possible that programs may decrease their more resource-intensive collaborative activities in favor of less costly coordination activities. The general shift away from collaboration level interactions suggests that programs within the network are less likely to share information and resources and engage in joint decision-making processes, which may lead to reduced efficiencies in the system of care.

From Year 1 to Year 2, we not only see how programs have recalibrated their level of engagement with each other, we also see shifts in where programs are located within the network landscape. At the core of each network are the "key players" that have the lowest closeness scores, indicating they are the most connected to other programs. Key players can access information or resources in the network more quickly than others in the network. These programs have high visibility within the network and are well positioned to monitor and manage the flow of information. At the other end of the spectrum, there are programs that are positioned at the periphery of the network. These programs have the highest closeness scores, indicating that they have fewer direct connections with other programs in the network and thus have less access to information and resources. The exchange of information or resources may have to travel through several other network sources before reaching these programs.

In Year 1, there were five key players in the network. These programs are colored red in Map A1. Two of these five programs remained at the core of the network in Year 2 (Map A2), while the other three programs moved out one level in the network (blue). Similarly, programs at the periphery of the network appear to have shifted positions. The three programs (gray) at the periphery of the network in Year 1 moved towards the middle of the network (yellow and green) in Year 2, showing higher levels of interactions than in the first year. In Year 2, three different programs moved to the center of the network while two programs moved out to the periphery.

The changes taking place in this network in the short span of one year illustrates the dynamic nature of networks, where relationships are redefined or adjusted, and programs are repositioned within the network based on their direct and indirect connections. It should also be noted that, overall, relatively few programs in this set of 27 moved closer to or farther away from the center of the network, and relatively few programs changed more than one level in closeness scores. It would be interesting to connect the shifts in the key players and those at the periphery of the network with specific decisions that programs made either (or the activities in which they engaged) to either enhance or reduce their connections with other programs.

Collaboration

Maps A3 and A4 display the network of funded programs for interactions only at the level of collaboration, the

Map A3. Year 1: Funded Programs –
Collaboration

Map A4. Year 2: Funded Programs –
Collaboration
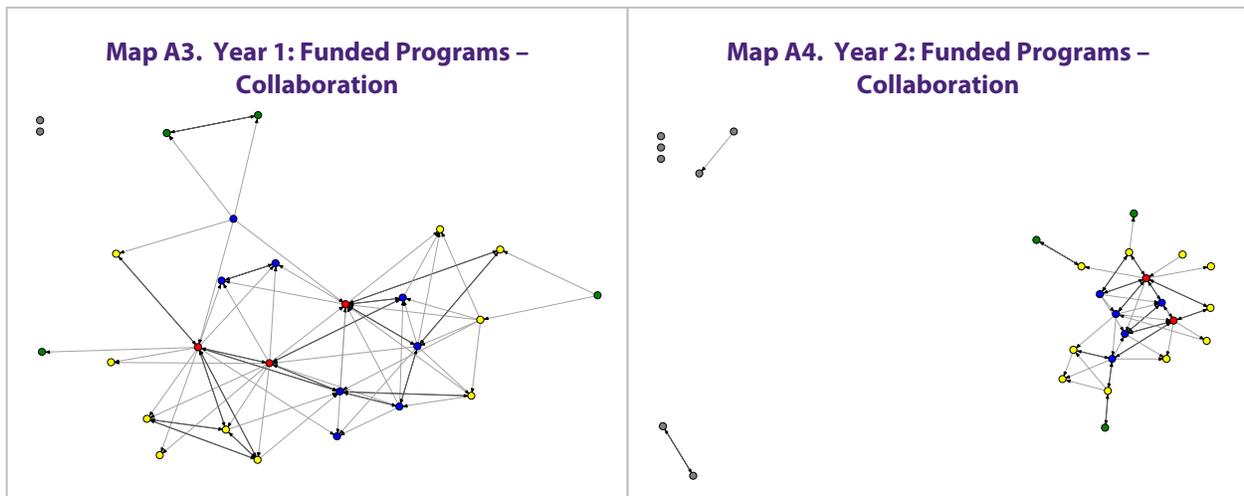
highest level on the scale. Collaborative interactions taking place between these programs often include frequent communication, the sharing of information and shared decision-making. Given that only 20 percent and 15 percent of actual interactions in Year 1 and Year 2, respectively, took place at the collaboration level, these networks are far less dense than those shown in Maps A1 and A2.

The network at the level of collaboration is noticeably fragmented, with a few programs disconnected from the other programs, suggesting a slight deterioration of the network. In Year 1, two programs were completely isolated from the larger network (Map A3). In Year 2, three programs were similarly isolated and two pairs of programs collaborated with each other, but did so outside of the larger network (Map A4). The key players at the center of the network largely remained the same from Year 1 to Year 2. While there were few changes at the center of the network, marked shifts occurred at the periphery of the network. Most notably, several programs that were situated in the middle of the network (yellow) in Year 1 moved to the periphery (gray) of the network in Year 2. As previously discussed, these changes may well be associated with budget cuts, which may have spurred programs to move away from resource-intensive collaborative relationships while still maintaining less intensive coordination levels of interactions with other programs.

Set B: Year 2 Funded Programs

All Levels of Interaction

Map B1 displays the complete network of 46 F5FC funded programs that responded to the survey in Year 2. Within this network, there were 1,035 actual interactions taking place, accounting for 50 percent of the 2,070 total possible interactions. While the network is tightly knit, a large majority (70 percent) of the actual interactions were at the networking level, indicating that most programs were loosely connected by knowing about each other, but with little communication and no joint decision-making taking place. Smaller proportions of actual interactions occurred at the coordination (19 percent) and collaboration (10 percent) levels.

Seven "key players" are at the core of the network. These programs have the most interactions with other programs and the lowest closeness scores (shown in red on Map B1). They are well positioned to facilitate the exchange of information and resources among other agencies in the network. At the periphery of the network, there are six programs that have the fewest number of interactions with other programs and the highest closeness scores (shown in gray in Map B1). Given their pattern of direct and indirect connections, these agencies are less accessible to other service providers and may not be able to readily exchange information or resources. Information or resources may well have to travel through several different nodes (service providers) before reaching them. Most importantly, these programs at the periphery of the network are not in a position to collaborate with other service providers.

Exhibit 14: Set B – Network Statistics

Year 2 Funded Programs	Year 2 2010-11
Total # of Programs	46
Density	50%
# of possible interactions	2070
# of actual interactions	1035
Levels of Interaction (% of actual interactions)	
Networking	70%
Coordination	19%
Collaboration	10%

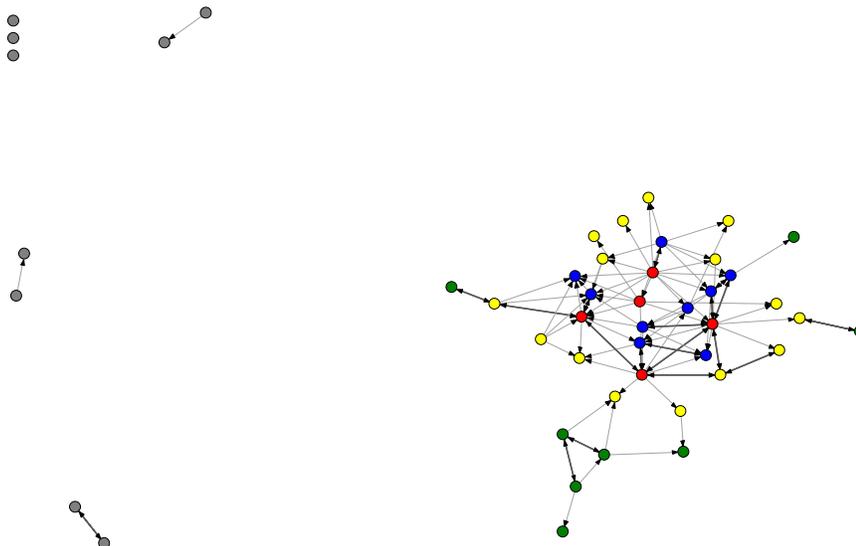**Map B1. Year 2: Funded Programs – All Levels of Interactions**
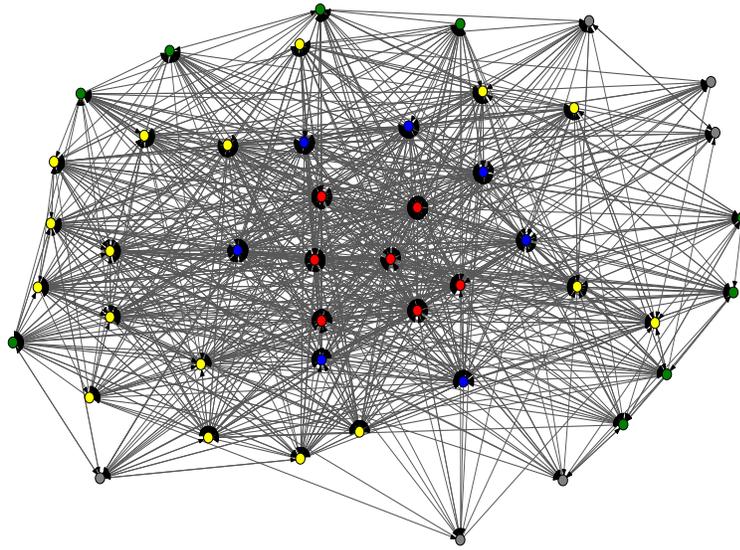
Collaboration

Map B2 displays the network of 46 F5FC funded programs that reported interacting with other programs at the collaboration level, the highest level on the scale. Collaboration includes frequent communication, the sharing of information and resources, and joint decision-making with other programs. With only 10 percent of actual interactions taking place at the collaboration level, the network shown in Map B2 appears much less dense than Map B1. The network at this level of interaction is also noticeably fragmented, with several programs disconnected from the larger network of service providers. Five programs are at the center of this network (shown in red), with the lowest closeness scores. It is important to note that two of the five key players in this network were not identified as being key players in the network showing all levels of interaction (Map B1). By limiting the network to show interactions only at the collaboration level, we see a slight shift in the key players. It is possible that these two programs, which were among the key players at the collaboration level only but who were not key players for all levels of interaction, may have more collaborative ties relative to their less intense ties, at other levels of interaction. Perhaps these two programs should be studied further to learn how they have developed more collaborative relationships in the network, which may help to identify potential methods for intervening with other programs to build more collaboration.

Nine programs are at the periphery of the network (shown in grey in Map B2), with the highest closeness scores, indicating that they are completely disconnected from the larger network. The three programs isolated in the upper-left corner of Map B2 do not interact with any programs in the network at the collaboration level. Additionally, three pairs of programs collaborate with one another, likely because these pairs operate under the same umbrella agency and thus must collaborate. However, they are still disconnected from the larger network of service providers. Much like the shifts in the core of the network, there are also small shifts at the periphery of the network. Five of the nine programs at the periphery of the network were at the periphery of the complete network showing all levels of interactions. However, the other four programs were either in the middle (yellow) to outer (green) areas in the complete network.

Map B2. Year 2: Funded Programs – Collaboration

Whereas over half of those programs who do not collaborate also do not have many ties at lower levels of interaction, such as networking or coordination, the remaining four programs that do not collaborate with other programs still have ties at these lower levels of interaction. This finding suggests that interventions to build collaboration among the five programs who are least connected at any level of interaction may be different and may require greater intensity compared with interventions for those programs that already have ties with other programs at lower levels of interaction.

Set C: Year 2 Funded and Non-funded Programs

All Levels of Interaction

Map C1 displays the network of 73 funded (46) and non-funded (27) programs that responded to the survey in Year 2. The non-funded programs were identified through nominations from the funded programs and are shown as triangles in this network map. Within this network, there were 2,470 actual interactions taking place, accounting for less than half (47 percent) of the 5,256 total possible interactions. When we merge non-funded programs with the network of funded programs, there is a slight decrease in the density of the network, from 50 percent to 47 percent.

Once again, a majority of the actual interactions that take place in the network are at the networking level. Two-thirds of the actual interactions were at the networking level, approximately 20 percent were at the coordination level and just over 10 percent were at the collaboration level.

Six programs (four funded and two non-funded programs), are at the core of this network (shown in red in Map C1), with the lowest closeness scores. These programs have central positions within the network and are well-positioned to share information and coordinate services. Five programs (three funded and two non-funded programs) are at the periphery of the network with the highest closeness scores. Their high closeness scores indicate that these programs have fewer connections with other programs in the network and thus have less access to information and resources. The exchange of information or resources may have to travel through several other network sources before reaching these programs.

Exhibit 15: Year 2 Funded and Non-Funded Programs

Year 2 Funded and Non-funded Programs	Year 2 2010-11
Total # of Programs	73
Density	47%
# of possible interactions	5256
# of actual interactions	2470
Levels of Interaction (% of actual interactions)	
Networking	67%
Coordination	21%
Collaboration	12%

**Map C1. Year 1: Funded and Non-funded Programs – All Levels of Interactions**
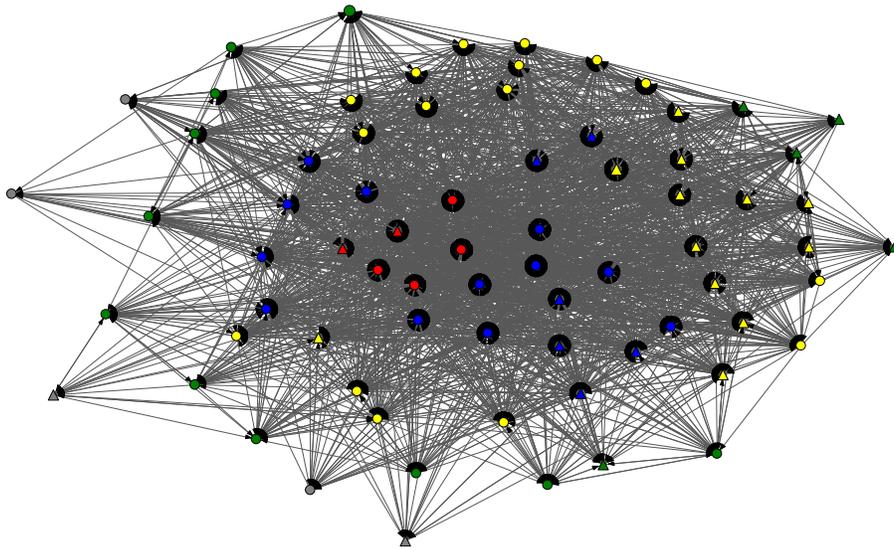
Collaboration

Map C2 displays the network of 73 funded and non-funded programs that reported interacting with other programs at the highest level of the scale, collaboration, accounting for only 12 percent of the actual interactions shown in Map C1. At this high level of interaction, two programs (one funded and one non-funded program) are completely disconnected from the larger network and several programs are tied to the larger network via their connection to only one other program.

Nine programs are at the core of this network with the lowest closeness scores. Interestingly, seven of the nine key players at the collaboration level in this network are non-funded programs. These programs are strategically located in the network and can facilitate the exchange of information and resources among other agencies. However, these are not the same programs that were at the core of the complete network showing all levels of interaction (Map C1). By limiting the network to show interactions only at the collaboration level, different programs emerge as key players.

Map C2. Year 2: Funded and Non-funded Programs – Collaboration
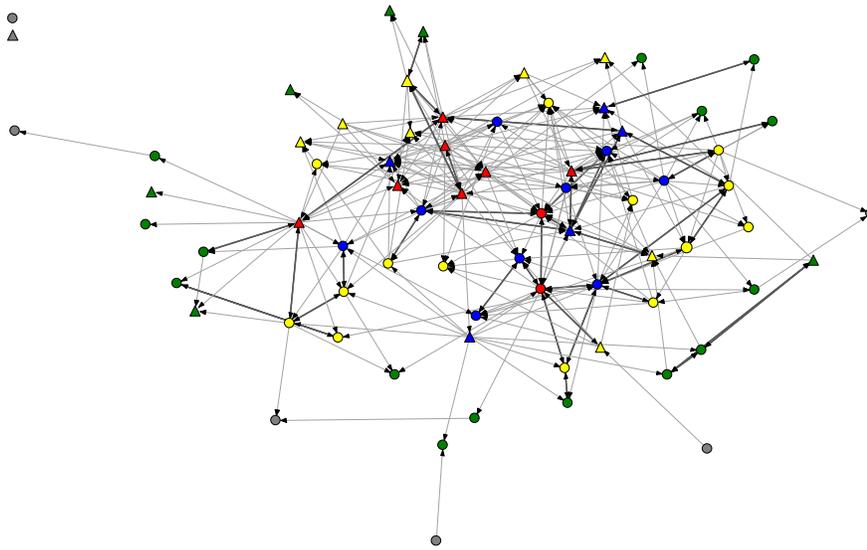
Seven programs (6 funded programs and 1 non-funded program) are at the periphery of the network at the level of collaboration with the highest closeness scores. The two programs (one funded and one non-funded program) isolated in the upper-left corner of Map C2 do not collaborate with any programs in the network. The other five funded programs at the periphery of this network have collaborative relationships with only one or two other funded programs in the network. Similar to the shifts in the core of the network, there were also small shifts at the periphery of the network. Of the seven programs who were least likely to collaborate with other programs, when looking at the network at the level of collaboration, two of these programs were the farthest away from the center of the complete network (gray) and thus did not have many direct connections with other programs at lower levels of interaction, two were in the outer levels (green), and three were in the middle (yellow) of the complete network. It is interesting to speculate about the three programs that were in the middle (yellow) of the complete network, indicating that they had many ties at the levels of networking and coordination, but almost no ties with other programs at the level of collaboration.   These programs would represent those network members with many weak ties but few or no intensive interactions required by collaboration. Much has been written about the strength of weak ties and their ability to bring in outside viewpoints and energy into the network, essentially acting as the "glue" connecting other network members to each other, but at lower levels of intensity.

Set D: Year 2 Non-funded Programs with F5FC

Maps D1 through D4 display the network consisting of the 27 non-funded programs, which were nominated by funded programs, and their ties with F5FC at each level of the collaboration scale. The non-funded programs completed the Levels of Collaboration Scale for both other non-funded programs in the list along with rating their interaction with F5FC. The primary purpose of this set of network maps is to identify the position of F5FC within the network of non-funded programs that serve children and families in Fresno County. This is consistent with the strategic plan goal of F5FC, which is to act as a catalyst for improvements in systems of care in the County.

Compared to other networks examined in this report, the network of non-funded programs with F5FC was not only the densest, but it also had the largest proportion of programs interacting at the collaboration level. There were 419 actual interactions at all levels of the scale, which accounted for more than half (55 percent) of the 756 total possible interactions. Although a majority (58 percent) of interactions were taking place at the networking level, one-fifth of the interactions were taking place at the level of collaboration, indicating that many programs are sharing resources and working together in the decision-making process. This is a much higher percentage of actual interactions at the level of collaboration than those reported earlier for the network of funded programs and for the network of funded with non-funded programs. Thus, it would appear that the programs serving children and families in Fresno County that do not received funds from F5FC are engaged in higher levels of interaction on the collaboration scale compared with those programs that are receiving funds from F5FC. This could be expected because the purpose of First 5 funding is to fill-in the gaps in care and thus the programs receiving the funds are less likely to be the best-placed agencies within the larger system of care.

In Maps D1 through D4, F5FC is represented by a large square. As the maps progress from all levels of interaction to interactions at the collaboration level, we can see how the relative position of F5FC changes. However, if F5FC was acting as a catalyst for change, then we would expect to see it closer to the center of some of the network maps.

Overall, when we look at all levels of interaction (Map D1), F5FC is one of the key players in the network of non-funded programs. F5FC has the second lowest closeness score and is directly connected to most programs in the network of non-funded programs. When viewing each level of interaction separately, F5FC's position in the network stays in the second tier (blue), but tends to move slightly further out as the level of interaction increases to collaboration. That is, its main contribution is mainly at the levels of networking and coordination, and it is less central in the network of non-funded programs at the level of collaboration. Nevertheless, the network maps reveal that F5FC is highly visible in the larger network of care in the County

Exhibit 16: Set D – Network Statistics

Year 2 Non-funded Programs with F5FC	Year 2 2010-11
Total # of Programs	28
Density	55%
# of possible interactions	756
# of actual interactions	419
Levels of Interaction (% of actual interactions)	
Networking	58%
Coordination	22%
Collaboration	20%

and can play an important role as a communicator of information, broker of relationships and facilitator of action.
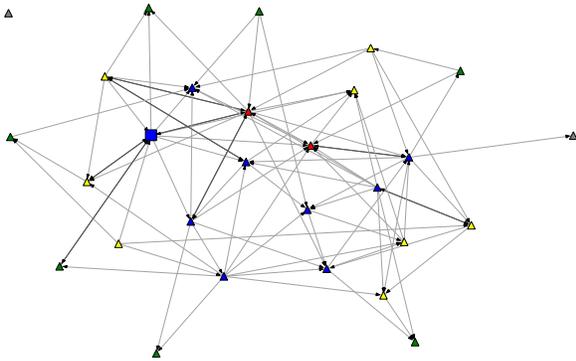

Map D1. Year 2: Non-funded Programs w/ F5FC – All levels of interaction
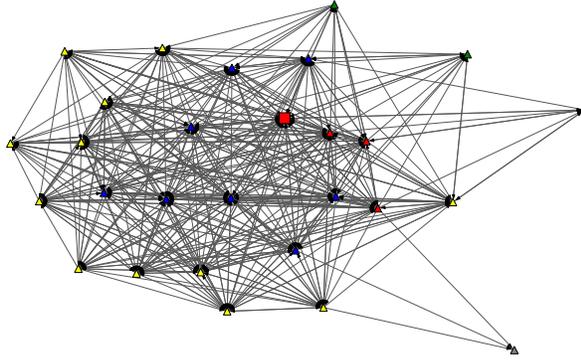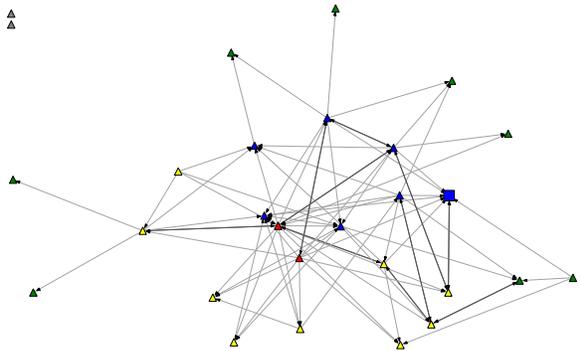
Map D2. Year 2: Non-funded Programs w/ F5FC – Networking
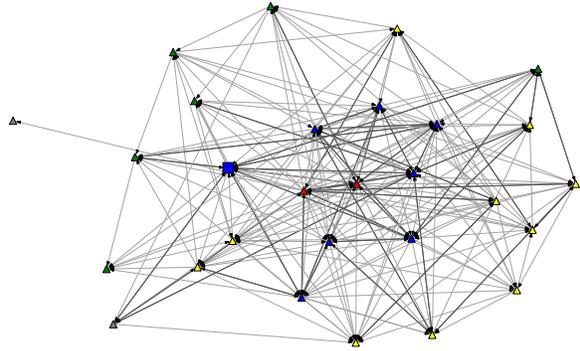
Map D3. Year 2: Non-funded Programs w/ F5FC – Coordination

Map D4. Year 2: Non-funded Programs w/ F5FC – Collaboration

Summary of Findings

Summary of Network Analysis Findings

Overall Findings

▪ Network density levels ranged from 47 percent to 55 percent, suggesting that there are opportunities to cultivate new and more collaborative relationships within the systems of care in Fresno County. "Key players" at the core of each of the networks as well as F5FC may be well positioned to broker these new relationships.

▪ Service provider networks are relatively tightly knit, but mainly at the networking level, indicating that most programs are loosely connected by knowing about each other, but with little communication and no joint decision-making taking place. This is especially true among the network of programs receiving funds from F5FC and suggests that there is considerable room for improvement along the lines of strengthening relationships among funded programs. On the other hand, non-funded programs tend to have well established collaborative with other programs and are connected with F5FC, even though they do not receive funds.

▪ In each network, there are a small number of "key players" who have the most connections to other programs in the network. These programs are well-positioned in the network to receive or disseminate information and mobilize resources. Conversely, there are also a small number of programs at the periphery of the network with fewer connections and higher closeness score. These programs are less accessible in the network and may not be well-positioned to readily exchange information.

▪ When networks are limited to show only the collaboration level of interactions, fragmentation of the network emerges and there are shifts in the position of the programs at the core and periphery of the network. These shifts in the location of some programs, depending on the level of interaction, might provide key information to help strengthen network ties. In particular, programs that are more central at the level of collaboration compared with the complete network should be studied to learn how to increase collaboration among other programs.

Findings from Set A – Year 1 and Year 2 Funded Programs

▪ There was a slight deterioration of the overall network from Year 1 to Year 2. The number of actually interactions taking place between programs decreased over the span of one year.

▪ There was a shift away from collaborative relationships between programs. From Year 1 to Year 2, the share of programs collaborating decreased while the share of programs coordinating increased, indicating that there is less intensive engagement between programs. One possible explanation for this shift to less intensive relationships may be the across-the-board budget reductions that occurred for programs in Year 2. It is possible that programs decreased their more resource-intensive collaborative activities in favor of less costly coordination activities.

▪ At the collaboration level, the network has become increasingly fragmented. There are more programs working in isolation from the larger network than there were in Year 1.

Findings from Set B – Year 2 Funded Programs

▪ In the first year of examining the network of 46 funded programs, the network density was at 50 percent. That is, the interactions reported by the funded programs accounted for 50 percent of the total possible interactions that could take place in the network.

▪ The network of 46 funded programs is relatively tightly knit, but a large majority (70 percent) of the actual interactions was at the networking level.

▪ The density of the network and the lower levels of engagement found in this network suggests that there are opportunities for F5FC and key players to broker new relationships and facilitate the deepening of relationships among programs.

Summary of Network Analysis Findings (Cont.)

Findings from Set C – Year 2 Funded and Non-funded Programs

■ In the first year of examining the merged network of 46 funded programs and 27 non-funded programs, actual interactions reported by programs accounted for less than half (47 percent) of the total possible interactions.

■ Similar to the other networks examined in this report, a majority (67 percent) of actual interactions were at the networking level.

■ Interestingly, at the highest level of interaction (collaboration), non-funded partners were more frequently found at the center of the network than funded partners. Seven of the nine key players in this network were non-funded programs. Additionally, funded partners were more frequently found at the periphery of the network than non-funded partners. Six of the seven programs at the periphery of this network were funded programs. This shows the relatively higher levels of collaboration shown by the non-funded programs compared with those programs receiving funds from F5FC (see below for a possible explanation).

Findings from Set D – Year 2 Non-funded Funded Programs and F5 Fresno

■ Compared to other networks examined in this report, the network of non-funded programs with F5FC was not only the densest, but it also had the largest proportion of programs interacting at the collaboration level. The network density level was at 55 percent, and 20 percent of the actual interaction were at the collaboration level.

■ The programs serving children and families in Fresno County that do not received funds from F5FC are engaged in higher levels of interaction on the collaboration scale compared with those programs that are receiving funds from F5FC. This could be expected because the purpose of First 5 funding is to fill-in the gaps in care and thus the programs receiving the funds are less likely to be the best-placed agencies within the larger system of care.

■ Overall, we generally see that F5FC's position in this network tends to move slightly further away from the center of the network as the levels of interaction increases to collaboration. This suggests that F5FC's contribution is mainly at the levels of networking and coordination, and it is less central at the level of collaboration. Nevertheless, F5FC is highly visible in the network and can play an important role as a communicator of information, broker of relationships, and facilitator of action.