



Introduction

EnterpriseKC is Cliff Illig's vision for a data-driven, results-oriented, business-led economic development entity focused on enterprise development and job growth on a cluster-by-cluster basis.

We seek \$35 million as part of a \$79 million total capital investment to implement a comprehensive roadmap that establishes Kansas as a global cybersecurity *center of excellence* and creates thousands of new, high value jobs across the state.

The Problem

The risks Kansas faces from cyber-based attacks continue to intensify. Cybersecurity threats touch every industry, every academic institution, every government entity, and every Kansan.

As cybercrime escalates, an unprecedented shortage of workers to combat cybercrime remains. We are not producing enough workforce-ready graduates to meet demand. Statewide, cybersecurity employment is up over 25% to over 6,500 workers at an average salary of \$105,000. However, 2,535 cybersecurity jobs remain unfilled representing \$266M in salaries and \$14.9M in state payroll taxes.

The Opportunity

In 2020 cybersecurity was a \$153 billion market and it is expected to grow to \$366 billion by 2028. Working with the state's vast pool of industry, academic and government assets, we can develop a collaborative infrastructure that serves as a cornerstone on which to rebuild the state's economy and benefit all Kansans.

Program Objectives

1. Create the most experientially trained cybersecurity workforce in the country by partnering with industry and academia to build multiple educational pathways, including K-12, higher education, and continuing education.
2. Re-tool the talent supply chain to identify and produce more diverse, skilled, and workforce-ready cyber graduates across the state.
3. Increase federally funded cybersecurity research conducted at state universities and enterprises and ensure that the research is commercialized in the state.
4. Establish a collaborative cybersecurity secure research hub to conduct cybersecurity research and includes a shared state-of-the-art cyber range to simulate real-world learning and test ground-breaking technologies for cyber research and development.
5. Accelerate economic development through industry-led initiatives that foster cybersecurity enterprise growth and new cybersecurity startups in the state.
6. Align resources to support an economic and academic infrastructure that ensures graduates and retiring military remain here, enterprises grow here, and the state becomes a magnet for enterprises and talent to relocate here.

Investment and ROI

Fully funding each objective will create over 60 new cyber enterprises, over 77,000 new jobs and an annual economic lift of \$3.2 billion for Kansas in five years. This is a shovel-ready investment that will dramatically accelerate economic development for the state and return it to sustained prosperity.

The Wayne Gretzky aphorism, "I skate to where the puck is going to be, not to where it's been" remains relevant to the question of how best to protect our citizens and grow our economy. Imagine an infrastructure that serves to capture billions of dollars in new federal research contracts and germinates cybersecurity versions of the next Cerner or the next Garmin. Creating a global center of excellence for cybersecurity will ensure a sustainable economic future for Kansas and will have a lasting impact on all Kansans for generations to come.





November 15, 2021

David Toland, Lt Governor and Chairman
Kansas Office of Recovery
Strengthening People and Revitalizing Kansas (SPARK) Taskforce.
Statehouse Address
300 S.W. 10th Ave.
Topeka, KS 66612
785-368-8500

Re: Spark Committee Hearing Testimony on Monday, November 15th
\$150 million BLACK WEALTH MATTERS-ENTREPRENEURIAL DRIVEN
COMMUNITY DEVELOPMENT proposal.

Greetings Lt. Governor David Toland,

And a special good morning, to the Strengthening People and Revitalizing Kansas (SPARK) Taskforce.

My Name is Murray D. Anderson Sr. I am a lifelong resident of Wyandotte-County Kansas City Kansas African American Community.

In keeping with my \$150 million BLACK WEALTH MATTERS proposal presented to you Lt. Governor David Toland during our meeting on June 7, 2021, in connection with the statewide distribution of federal coronavirus relief funds allocated to Kansas through the American Rescue Plan Act (ARPA) of March 2021.

Again, I am requesting that you David Toland in your leadership role as Lt Governor and Chairman Kansas Office of Recovery Strengthening People and Revitalizing Kansas (SPARK) Taskforce an APPOINTEE OF THE SPARKS COMMITTEE exercise your authority to deploy the American Rescue Plan Act (ARPA) financial resources to REMOVE the systemic chronic financial and economic inclusion ACCESS to CAPITAL BARRIERS continuing to devastate the LMI black and brown WYCO KCK community Entrepreneurial ECOSYSTEM.

With that being said, I am requesting in your role as CHAIRMAN and PUBLIC SECTOR APPOINTEE OF THE SPARKS COMMITTEE that you shall in fact agree to advise the Strengthening People and Revitalizing Kansas (SPARK) Taskforce seven-member executive committee as well as the STATE FINANCE COUNCIL to execute the following financial and economic inclusion CAPITAL INVESTMENT STRATEGY in support of State of Kansas LMI

SOCIALLY AND ECONOMICALLY DISADVANTAGED SMALL BUSINESSES in COMMUNITIES OF COLOR.

1. allocate \$150 million federal coronavirus relief funds allocated to Kansas through the American Rescue Plan Act (ARPA) of March 2021 to fund a De Novo MDI-BHC known as FREEDMENS INTL BANCSHARES INC., to support of LMI SOCIALLY AND ECONOMICALLY DISADVANTAGED SMALL BUSINESSES in COMMUNITIES OF COLOR...EQUITY CAPITAL REQUIREMENTS as outlined in the FIBI business model. See....
 - <https://www.freedmensbanc.com/strategic-plan/>
2. authorize the Kansas Dept., of Commerce to submit a State Small Business Allocation Modification agreement for \$150 million at THE OFFICE OF THE US TREASURY SSBCI FUND in behalf of BLACK and BROWN LMI SOCIALLY AND ECONOMICALLY DISADVANTAGED ENTREPRENEURIAL SMALL BUSINESS COMMUNITIES OF COLOR in the State of Kansas to further address the EQUITY CAPITAL needs of the dysfunctional entrepreneurial ECOSYSTEM OF THE DESTITUTE AFRICAN AMERICAN COMMUNITY OF KANSAS AT LARGE and in PARTICULARLY ...Northeast Wyandotte County in KANSAS CITY KANSAS.

In addition, herewith I challenge the **Strengthening People and Revitalizing Kansas** (SPARK) Taskforce to in fact over a period of 24 month (about 2 years) produce not less than \$2.5 billion in private capital to begin to drive an ECONOMIC-FINANCIALLY LITERACY WEALTH BUILDING INIATITIVE TO CLOSE THE WEALTH GAP in the WYCO KCK African American Community in accordance with the following matrix.

1. Negotiate MDI-BHC...\$2.5 billion (UST-net asset value capital support agreement)
2. MDI-BHC Raise \$2.5 billion private capital. (Initial public offering)
3. Fund \$500 million to FIBI bank charter
4. FIBI bank charter assume \$4.5 billion in deposits
5. Establish FIBI...\$1.5 billion Seed Venture Capital Fund
6. Establish FIBI-Micro-loan fund \$250 million
7. Establish FIBI-CDC \$200 million

Respectfully I Remain

Murray D Anderson Sr.
Murray D. Anderson Sr.



Goodwill Western Missouri & Eastern Kansas
800 E. 18th Street, Kansas City, MO 64108

p: 816.842.7425
f: 816.472.3512

MoKanGoodwill.org

**Written Testimony to the SPARK Taskforce Executive Committee
11/15/2021**



Goodwill Industries of Kansas (GWKS) and Goodwill of Western Missouri and Eastern Kansas (MoKan Goodwill) collectively serve job seekers across the state of Kansas. Together, we are submitting two high impact, workforce development-focused proposals to the SPARK Taskforce Executive Committee.

Digital Inclusion and Remote Employment Services:

This program will serve individuals who are unemployed or underemployed and incumbent workers in need of upskilling, as well as employers in need of talent. Employers are experiencing a crisis in recruiting, and workers rapidly need digital skills and other credentials to attain and sustain middle-skill jobs post-pandemic. Goodwill will travel its two mobile workforce units, each equipped with Wi-Fi and ten computers, to high need areas of the state to provide digital skills training, hiring events, credential training, and placement services. Additionally, individuals may enroll into long-term employment services and work regularly with an Employment Specialist to accomplish their career goals. We will collaborate with the SPARK Taskforce, the Department of Commerce, and local governments to identify when and where to serve; current anticipated target regions include Reno, Harvey, Barton, Wyandotte, Chautauqua, Elk, Woodson, Greenwood, Wilson, Montgomery, Allen, Neosho, Labette, Bourbon, Crawford, and Cherokee Counties.

Implementation of this program for three years will achieve:

- 1200 people gain digital skills,
- 200 people enroll in remote, intensive employment services, where they'll receive one-on-one support in digital training and navigation, upskilling, and job placement/advancement, and
- 150 professional advancements

To support this program, we will be requesting \$1.725 million in American Rescue Plan funds.

Reentry Services:

This program will serve individuals immediately upon release from the criminal justice system in the state of Kansas, as well as individuals with legal history who are not currently receiving extense reentry services from the Department of Corrections. Thousands of individuals release from Kansas institutions each year, and with additional supportive services, this labor pool can help meet employer demand for talent while reducing recidivism in the state. Goodwill will provide participants with foundational skills training, focusing on digital skills, essential skills, academic skills, and personal finance while the individuals are enrolled into college-based career training supported by the Kansas Pathway to Career legislation (KPS). Participants will be intensively supported by a Success Coach along the way to make graduation more attainable. One training is complete, Goodwill will help graduates earn and keep

EMPOWER



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MoKanGoodwill.org

employment. A successful version of this program already operates in Wichita, and this proposal will empower expansion to four new locations: Wyandotte/Johnson Counties, Topeka, Hutchinson, and Arkansas City.

Implementation of this program for three years will achieve:

- 400 individuals with legal history served
 - 20 students per site in year 1 (80 total)
 - 40 students per site in years 2 and 3 (320 total)
- 75% graduation rate
- 75% job placement and/or continuing education

To support this program, we will be requesting \$1.825 million in American Rescue Plan funds.

Thank you for the opportunity to present these proposed concepts.

Respectfully Submitted,

Anita Davis
Chief Mission Officer
Adavis@mokangoodwill.org
816.317.5512

K-State's Commitment to Kansas Prosperity

Kansas State University, in partnership with the City of Manhattan and the Manhattan Chamber of Commerce, has embarked on a bold new initiative to leverage more than 150 years of excellence and service to the people of the state in order to create thousands of new jobs and capture billions of dollars in new outside investment into Kansas.

The university's economic prosperity initiative is built upon our four foundational focus areas of global leadership:

- Food and Agriculture Systems Innovation
- Digital Agriculture and Advanced Analytics
- Biosecurity and Biodefense
- K-State 105: Every Town to Gown

Benchmarks for Success

The goal of our joint plan for economic prosperity is to support the creation of 3,000 direct jobs and \$3 billion in direct investment in the state within the next 10 years. Short-term progress updates and benchmark dashboard will be shared at k-state.edu/economic-prosperity

	Baseline 2019	2 years (2020-2021)	3 years (2020-2022)	5 years (2020-2024)	10 years (2020-2029)
Direct jobs	587	1,000	1,100	1,500	3,000
Direct investment	\$154M	\$400M	\$550M	\$1B	\$3B

Investment Requests

These investments will materially advance K-State's economic prosperity initiative to create 3,000 direct jobs and attract \$3B in direct investment in Kansas:

Item	Request	Total Project Cost
Multi-Tenant Laboratory/Office Facility <i>Company attraction and science-based new business formation have been seriously hampered due to total lack of lab facilities available for corporate occupancy.</i>	\$15M	\$30M
Business Start-Up Accelerator and Seed Capital Fund <i>Manhattan Area Chamber of Commerce has created robust programming to create and advance small businesses serving markets beyond our state and country. There has been early success but there is no current technology-rich home for the initiative. In addition, there is a gap in the Manhattan region's ability to rapidly advance small existing and newly created businesses is access to early stage capital. This need is particularly acute for minority-owned small businesses. This fund will have a \$1,000,000 set-aside for these businesses.</i>	\$3M	\$6M
Biosecurity Research Institute Biologics Development Module <i>We will provide collaborators and BSL-3 facilities for companies developing biologics including vaccines and drugs against high-threat and emerging pathogens.</i>	\$15M	\$40M

From: Wendy Scheidt <Director@leavenworthmainstreet.com>
Sent: Wednesday, November 10, 2021 4:18 PM
To: SPARKTaskForce <SPARKTaskForce@ks.gov>
Cc: Scott Sewell [KDC] <Scott.Sewell@ks.gov>
Subject: SPARK community input

EXTERNAL: This email originated from outside of the organization. Do not click any links or open any attachments unless you trust the sender and know the content is safe.
I've been requested to provide information that would positively impact downtown Leavenworth, Kansas via SPARK funding. The below ideas are mandated by codes and cost thousands of dollars to small businesses:

Matching dollars to install sprinkler systems in storefronts and upper story dwellings
Matching dollars for architecture and engineering services to provide "stamped" drawings to submit to the City

Matching dollars for upper story residential development which in turn, builds a mixed use downtown community, a plus for everyone

Wendy Scheidt

Executive Director

Leavenworth Main Street Program, Inc.

416 Cherokee Street

Leavenworth, KS 66048

913-682-3924

913-433-6694 cell

www.leavenworthmainstreet.com

www.facebook.com/LeavenworthMainStreet/

www.facebook.com/aliveafter5lvks/?fref=ts





Area Chamber of Commerce

120 W. Ash, P.O. Box 586 • Salina, KS 67402-0586 • 785-827-9301 • fx 785-827-9758 • www.salinakansas.org

Dear Lt. Gov. Toland and Executive Committee members,

Good morning, Spark Executive Committee, thank you for this opportunity. My name is Eric Brown, I am the President and CEO of the Salina Area Chamber of Commerce.

You have heard from the community leaders in Saline County and Salina regarding the opportunities Housing, Education, Infrastructure, early childhood education, and workforce. I'll do my best to focus on other gaps and needs but so many of these work in conjunction.

1. During the pandemic, it was an uneven playing field when it came to which businesses were required to be closed. Healthy economies support a range of entrepreneurial talent that help create the next generation of highly successful retailers, manufacturers, medical providers and many others successful locally owned businesses here in Kansas that are driving the future growth of KS. **Focused funding for startup and second stage businesses and funding for technology and automation would assist those locally owned ventures get their goods and services into more markets and grow the economy both in the short and long term.**
2. One of the other largest economic drivers in our community is the hospitality industry which includes public and private support of road-based travelers, conference and meeting attendees and consumers using our rich mix of retail, entertainment, and service offerings. Hotels specifically were one of the hardest hit as they couldn't ship their product or allow curbside pickup for a room and additionally had no ability to replace food and beverage and conference sales during pandemic. **Further investment in programs to support and elevate the hospitality industry will assist from both a workforce and economic recovery prospective as more convening and travel continues to return.**
3. Workforce and labor supply continues to be a barrier. The over 1600 currently open and the over 1,000 projected new jobs created in the last two years and these opportunities can filled by recruitment efforts and students entering the workforce. **Strengthening and enhancing our workforce system, recruitment efforts, and the retention of our secondary and post-secondary student could be transformational for both businesses and educational entities.**
4. Early childhood education is a workforce issue, because of COVID, competitive labor market, irregular hours, and retirements, those are creating a significant gap in the early childhood education labor force. **Focused funding to enhance overall compensation for providers and workers would allow to close the gap between capacity and demand and put and keep more people into the childcare workforce.**
5. The Ag sector is Kansas' largest economic driver. Commodity agriculture is foundational to our regional economy. Many of our inbound consumers have direct or indirect dependence on commodity agriculture, much like many communities across the state. **Funding support of agriculture businesses and ag service providers would keep this part of the downstream Kansas economy strong.**



Area Chamber of Commerce

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One of the Spark Executive Committee's priorities found in previous meeting information was to "maximize any and all funding through partnerships, including both public-private and state-local."

As a regional hub, the success of Saline County and Salina relies upon many of those partnerships identified and you've heard from public and private leaders in Salina and we are ready and in a position to help Saline County and Salina continue to punch above our weight class and Kansas grow overall.

Sincerely,

A handwritten signature in blue ink that reads "Eric L. Brown". The signature is fluid and cursive.

Eric L. Brown, IOM
President/CEO
Salina Area Chamber of Commerce

Good morning. Thank you for allowing me this time.

Since March of 2020 the services available for people who find themselves without a home or a place to go were dramatically reduced. The number of places that would take new clients for long term transitional housing were cut by more than half. This left a huge gap in services.

The Salvation Army KCK has three programs that are long term transitional housing. Homeless veterans, hospital deferment for the homeless, and our New Life program- for people exiting prison.

Our New Life program offers clients a chance to live in a structured environment once they are released from prison, and gradually re-enter society. We have found this to be more successful in reducing recidivism than people who simply leave prison and return to their previous lives. Our program offers structured, wholistic, wraparound care, with a focus of removing barriers to employment and housing. The funding for this program ran out amid the pandemic, however we decided, because of its success to continue running it, trusting that we would find a way.

Recently we had a visit from the Secretary of Corrections, along with two of his staff. His staff called me just a few hours after his visit and reported that he was so impressed with his visit that they spent an hour in the parking lot talking about the possibilities for the Kansas City Kansas men and women who find themselves with nowhere to go once they are released. He charged his staff to work hard to find us funding opportunities so that they could send people our way. We all know that funding for transitional housing has been dwindling over the years.

We have seen lives changed and people achieving success in securing employment, education, even here at this college, and housing. We have been funding this program throughout Covid and we need help to keep our doors open. We believe every single person deserves a second chance. The cost to break even in our services per person is \$18,067.50. We reserve 16 of our beds for this population, so our total a year to run the program at full capacity is 289,000. We believe that any funding that can be spared by this committee is an investment in the future of Wyandotte County. These are men and women who are ready, capable, and willing to reenter the workforce and to be productive members of our community.



Office of the County Counselor

James M. Crowl

Shawnee County Courthouse

200 SE 7th Street, Ste. 100

Topeka, Kansas 66603

Ph. 785.251.4042

Email: counselors@snco.us

Website: www.snco.us/counselor/

November 10, 2021

SPARK Executive Committee

SPARKtaskforce@ks.gov

Ethan.s.belshe@ks.gov

SENT VIA EMAIL

RE: *Request for ARPA Funding for the Sherwood Improvement District*

Dear Honorable Members:

I understand that the State is taking comments/considering allocating additional ARPA funds to NEU's for qualified uses. Please accept this as written testimony on behalf of the Sherwood Improvement District (SID), located in Shawnee County, Kansas. Our hope is that the State will give consideration to establishing a process that would allow NEU's like the SID to apply for State allocated ARPA funding.

Michael Heim, author of *Kansas Local Government Law*, explains that improvement districts in Kansas:

...are the closest thing to an incorporated village which some other states permit. Procedures for the incorporation of improvement districts are similar to those required for the incorporation of cities of the third class. Heim, Fifth Edition, §13.101.

The SID has an elected three member governing board. A link to its website can be found here: <https://sherwoodimprovementdistrict.com/> As the website indicates, the SID is responsible for road infrastructure, nuisance enforcement, maintenance of drainage areas, and provides police protection to its residents. As Shawnee County Counselor, I work under contract with the SID to enforce its nuisance resolution and provide general legal advice. The SID had 5,050 residents as of the 2010 census, and the latest census numbers appear to show a slightly higher population. According to covid.ks.gov/neu/, the City of Iola, of similar population, received an allocation of \$798,886.99 in ARPA funding from the State.

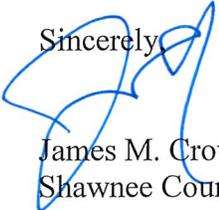
The SID has several urgent storm water/drainage projects that qualify for ARPA funding. These projects directly relate to and affect the integrity of Lake Sherwood, located within the district. Lake Sherwood serves an important flood control function for the Shunganunga Creek that flows through the City of Topeka. The SID would like to submit those important public

projects for consideration for ARPA funds. These projects are specifically authorized through the Department of Treasury, Interim Final Rule, at pp. 63-69.

I would be happy to provide additional information to you on behalf of the SID, as needed. Please feel free to share this information as needed, and please let me know if you would like me to provide this directly to anyone else.

I thank you for your time and attention to these issues.

Sincerely,



James M. Crowl
Shawnee County Counselor

Sherwood Improvement District

3765 SW Clarion Park Drive
Topeka, KS 66610

The Sherwood Improvement District (SID) has an elected three-member governing board. SID is responsible for road infrastructure, nuisance enforcement, maintenance of roadway drainage and drainage areas, and provides police protection to its residents. SID represents over 5000 residents and maintains over 27 miles of roadway including stormwater functions such as drainage inlets, culverts, closed stormwater systems and multiple overflow areas that drain into Lake Sherwood.

The SID has several urgent stormwater and drainage projects that qualify for ARPA funding. SID compiled a list of these projects and the total is just under \$800,000. These projects directly relate to and affect the integrity of Lake Sherwood, located within the district. Lake Sherwood serves an important flood control function for the Shunganunga Creek that flows through the City of Topeka. The SID would like to submit those important public projects for consideration for ARPA funds.

If our Board can be of assistance or if you would like to tour our District and see first hand how the additional funding could be a major impact to the entire stormwater network, both above and below ground, for the next decade.

Thank you for your time and consideration.

Sherwood Improvement District
Board Members



George Schuler



Rick Nesbitt



Doug Mays



Office of the County Counselor

James M. Crowl

Shawnee County Courthouse

200 SE 7th Street, Ste. 100

Topeka, Kansas 66603

Ph. 785.251.4042

Email: counselors@snco.us

Website: www.snco.us/counselor/

November 10, 2021

SPARK Executive Committee

SPARKtaskforce@ks.gov

Ethan.s.belshe@ks.gov

SENT VIA EMAIL

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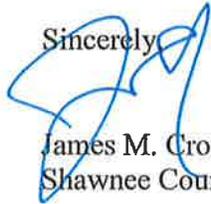
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I thank you for your time and attention to these issues.

Sincerely,



James M. Crowl
Shawnee County Counselor



November 10, 2021

2930 SW Woodside Drive
Topeka, Kansas 66614
(785) 272-4706 Office
(785) 272-4736 Fax

cfse.com

Other Offices:
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Holton, Kansas
Kansas City, Kansas
Kansas City, Missouri
Springfield, Missouri
Jefferson City, Missouri

SPARK Executive Committee
SPARKtaskforce@ks.gov
Ethan.s.belshe@ks.gov

RE: ARPA Funding for the Sherwood Improvement District

Dear Executive Committee,

This letter is intended to discuss possible funding for drainage project throughout the Sherwood Improvement District (SID). I have worked closely with SID for the past decade maintaining roadways, drainage structures, detention facilities, drainage channels flowing into the lake, and general engineering needs. Our construction budget for maintaining 27 miles of roadways (many of which having enclosed storm sewer collection systems), drainage projects within SID, and all of projects relating to SID's authority is around \$500,000 annually. With a budget so tight, a project needs to fall into the catastrophic failure area to make it onto our improvement list. We typically budget \$420,000 for roadway, curb and gutter and intersection improvements and \$80,000 for drainage projects.

Board of Directors:
Kenneth M. Blair, P.E.
Kevin K. Holland, P.E.
Daniel W. Holloway, P.E.
Lance W. Scott, P.E.
Sabin A. Yañez, P.E.

We compiled a list of needed projects that will soon fall into the catastrophic range of repair for potential ARPA funding. The estimated costs were \$755,000. Those costs were based on present day dollars. Any funding that can be provided to SID would allow for a much more stable drainage system around Lake Sherwood and increase the quality of stormwater draining into the lake.

Please let me know if you have any questions.

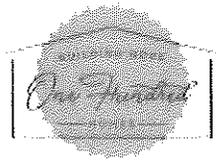
Associates:
Aaron J. Gaspers, P.E.
Michelle L. Mahoney, P.E.
Michael J. Morrissey, P.E.
Gene E. Petersen, P.E.
Todd R. Polk, P.E.
Lucas W. Williams, P.E.

Sincerely,

Kevin K. Holland, P.E.

Sherwood Cares Act Project List

Project Number	Description	Cost
1	Aylesbury Drainage/Walls	\$ 180,000
2	Replace Inlet Tops	\$ 150,000
3	Sedimentation Basin 1	\$ 20,000
4	Sedimentation Basin 2	\$ 25,000
5	Sedimentation Basin 3	\$ 25,000
6	Sedimentation Basin 4	\$ 40,000
7	Sedimentation Basin 5	\$ 25,000
8	Sedimentation Basin 6	\$ 40,000
9	Sedimentation Basin 7	\$ 40,000
10	Tutbury Town Drainage	\$ 120,000
	Nottingham Drainage Ditch	
11	Modification	\$ 40,000
12	SW Robins Drive Drainage	\$ 25,000
	Canterbury Town Stormwater	
13	Erosion	\$ 25,000
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25		
		\$ 755,000



Lindsey Cray
President, Board of Directors

Janice Watkins
CEO

Building strength, stability and self-reliance through shelter.

November 12, 2021

SPARK Taskforce Executive Committee
Sent via email to: Ethan.S.Belshe@ks.gov

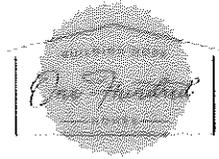
Dear SPARK Taskforce Executive Committee Members,

I am providing this correspondence today with regrets that I will not be able to provide in-person testimony at the committee meeting to be held on Monday, November 15, 2021 at Kansas City Community College. At that time, however, you will hear from members of our statewide Habitat affiliation and hear why affordable housing is so important to the State of Kansas' recovery from the global COVID-19 pandemic.

I want to thank you for your dedicated work and the hard decision making that is in front of you at this time. The funds facilitated to states and municipalities from the American Rescue Plan Act (ARPA) are life-changing funds that will make a large impact. As the CEO of Topeka Habitat for Humanity, I have seen first-hand the highlighted inequities caused by the COVID-19 pandemic for low to moderate income families and the need for safe and affordable housing in our community and beyond.

As one of 16 active Habitat affiliates serving the state of Kansas, we are requesting \$1.5 million dollars be allotted by the committee to cover the rising costs of building materials in order to continue to build and repair homes for low-income individuals across Kansas. Utilizing these funds, our network could build 50 additional homes for families in partnership – providing budget and financial counseling, home maintenance skills and constructing long-lasting affordable and energy-efficient housing that will impact the economic family trees of those that become homeowners in a lasting way. With the affiliate network's current partnership, these dollars would leverage more than \$3,550,000 of our funds for a total impact of over \$5.5 million dollars.

These funds would continue to help individuals like Brent and Jessica Moses – the newest homeowners of Topeka Habitat. During the height of the pandemic, Brent and Jessica and their three girls were isolated to their long-term rental home, which had high levels of mold, asbestos and energy bills each month exceeding \$400 – more than 1/3 of their total income. They battled isolation, budgeting concerns and schooling issues, all while Brent traveled four times a week for dialysis – seeking a secured place on a kidney transplant list. Now, in their newly constructed, safe and affordable home, they are not only doing more than surviving, but they are thriving. Recently, Jessica has been approved to be a living kidney donor for her husband Brent and the



Lindsey Cray
President, Board of Directors

Janice Watkins
CEO

Building strength, stability and self-reliance through shelter.

savings that they achieved in their new housing have allowed them to create a nest egg to prepare for the upcoming operation.

These funds are vital to continue to assist additional families across Kansas like Brent and Jessica. Since the start of the pandemic, construction costs have increased by an average of over 30% and because our model is zero-interest lending for families living between 30% and 80% of the average median income, this has greatly impact the work that we do. Our added costs to build cannot be placed on the families we served. Each of our Kansas affiliates are operating at a significant net loss on our construction projects without additional gap funding and support.

These funds will have a long and lasting impact on our state and realizing our vision where everyone has a safe and decent place to live. I thank you for your consideration and I thank you for your dedication to the recovery and sustainability of our state.

Sincerely,

A handwritten signature in cursive script, appearing to read "Janice Watkins".

Janice Watkins

CEO, Topeka Habitat for Humanity

FW: Funding

Belshe, Ethan S [GO] <Ethan.S.Belshe@ks.gov>

Tue 11/16/2021 9:07 AM

To: SPARKTaskForce <SPARKTaskForce@ks.gov>

-----Original Message-----

From: George Randall <grrandall@cox.net>

Sent: Tuesday, November 16, 2021 9:06 AM

To: Belshe, Ethan S [GO] <Ethan.S.Belshe@ks.gov>

Cc: Kathy Lefler <Kathyl@wichitahabitat.org>

Subject: Funding

EXTERNAL: This email originated from outside of the organization. Do not click any links or open any attachments unless you trust the sender and know the content is safe.

Dear Mr. Belshe,

Thank you for accepting proposals for the use of ARPA funds. I have been on the board of Habitat for Humanity of Wichita for a little less than one year but in that short time have seen the impact that this organization has had and continues to have on individuals and families who make between 30-80% of the area median income in providing them an affordable home which provides for a safe environment, independence and stability for their families. I have been involved in several dedications of these homes at completion and can't describe the joy these new home owners show at being handed their new mortgage contract and keys to their new home.

As you are aware, building material costs have increased by an average of 30% which has limited the number of homes that we can build. The additional funding of \$1.5 million that we are requesting will help cover the rising cost of building and repairing homes for our low income families.

Thank you for your time and interest in deciding where the ARPA funds should be distributed. We hope that the committee can see the value of their investment in Habitat for all those families that will obtain affordable housing.

Sincerely,

Dr. George Randall

Sent from my iPad

Dear SPARK Executive Committee,

Housing must be the #1 priority for use of ARPA funds in Wyandotte County. Thousands of truly affordable units are needed, units that run are less than \$400/month. While the “affordable housing” conversation has continued over the last several years, affordable housing has actually grown scarcer. In Wyandotte County, we are seeing nearly 100 evictions per month. After those people are evicted, many of them end up on the street indefinitely, which is resulting in a growing homelessness crisis. There are currently 700+ people on the waiting list for public housing, and the largest public housing complex in the county is slated to close. Meanwhile, rent and property taxes are rising. People who have owned their homes for 30 years are having their houses auctioned off in tax sales as they fall behind on property taxes, and renters are seeing their rent increase by as much as \$300 or \$400 per month. Not only is this not sustainable, but it is already resulting in mass displacement and hollowing out large portions of our community. Those most directly affected include the elderly, disabled, and people of color.

The specific areas where ARPA funding should be allocated for housing are as follows:

- **Permanent Housing:** New and rehabbed affordable housing units are the only path forward to put an end to the current housing crisis. Tens of millions of dollars need to be invested in Wyandotte County to build new truly affordable units and rehabbing vacant properties. If we are going to end this cycle, we must find innovative ways to ensure low-income folks can become homeowners. This includes Community Land Trusts, rehabbing Land Bank properties and giving them to folks who are housing insecure, and scatter site community housing projects.
- **Transitional & Long-Term Shelter:** Wyandotte County does not have a single homeless shelter, a fact that few people realize. Sheltering options are essential to stabilizing families who happen upon hard times.
- **Rent & Utility Assistance:** Much of the displacement that has occurred over the last several months has been due to the fact that no money is available to keep people in their current homes. The KERA program is essentially non-functional, as people facing eviction have to wait 2-3 months to have their applications processed. Locally, the money that was provided through the CARES Act ran out in a matter of weeks.
- **Property Taxes:** Long-time homeowners should not lose their homes as they age and their income decreases. Given the health and economic impacts of COVID-19, a lot more people are dealing with a new set of circumstances that are causing setbacks.

Thank you for your consideration,

Dustin Hare
Wyco Mutual Aid

To: Kansas SPARK Executive Committee
From: Greg Kindle, President, WYEDC
Date: November 15, 2021
Re: SPARK Testimony – ARPA Funding Request

Thank you to the members of the SPARK Executive Committee for accepting testimony from the community on the use of America Rescue Plan Act (ARPA) funds. My name is Greg Kindle, President of the Wyandotte Economic Development Council representing Kansas City, Bonner Springs and Edwardsville.

The first area of need is support for **early childhood education/childcare**. ECE/Childcare is the infrastructure for our education and talent pipeline. Wyandotte County has enough quality, full-day childcare to meet approximately 35 percent of the need. Even before the pandemic, finding ECE/childcare was a problem. Today, that problem is exacerbated by the fact that many of our ECE/childcare providers have struggled to keep their doors open. Having children ready for kindergarten is no longer good enough. We need systems no later than 2- and 3-years old so that we can expedite our children being ready for school. We need to target qualified census tracts and households up to 200 percent of poverty to help offset the high cost of ECE/childcare, invest in childcare providers, and develop programs in concert with the private sector to encourage ECE/childcare investments.

In keeping with investing in ourselves, we need to invest in **broadband and higher education infrastructure** to help our families be connected, break down barriers to education and support connecting all our state to the future job opportunities. One idea is to help offset a portion of the cost of broadband connectivity for those families living in qualified census tracts or within 200 percent of poverty who are enrolled in higher education.

We need **alignment between the jobs available in a region and both K-12 and higher education**. For instance, the number one job opening consistently in Wyandotte County is the need for additional registered nurses and other health care professionals. While the various high schools in the county have health sciences, we need to ensure higher education programs have the funding for equipment, teachers and space so that we can meet the regional needs, create a resilient economy, and ensure we have a future workforce. Additionally, we need to market those training programs to those in qualified census tracts to make sure they know



those programs exist and to provide wrap around services to those who have been impacted the most from the pandemic.

Like many, WYEDC believes ARPA funds should be used to develop **attainable housing**. Attainable housing means different things throughout the state. We believe ARPA funds should be used to support housing in qualified census tracts across the state to increase access to quality housing. One idea is to extend the Kansas Housing Resources Moderate Income Housing Program for statewide use for either communities under 60,000 population or qualified census tracts. WYEDC is open to other ideas as well.

Thank you for your time and consideration. If you have questions, I can be reached at 913.748.2272 or by email at gkindle@wyedc.org.

[↩ Reply all](#) [✕](#) [🗑 Delete](#) [🚫 Junk](#) [🚫 Block](#) [⋮](#)

RE: Be Adaptive (non-profit) - Disabled Athletic Training Center in Wichita KS

Thanks,

Ethan Belshe | Legislative Liaison
Office of Recovery
Kansas Governor Laura Kelly
Eisenhower State Office Building
785-250-7355 cell
785-296-1580 office

From: Jerrome Castillo <jerromec@yahoo.com>
Sent: Tuesday, November 16, 2021 12:19 AM
To: Belshe, Ethan S [GO] <Ethan.S.Belshe@ks.gov>
Subject: Be Adaptive (non-profit) - Disabled Athletic Training Center in Wichita KS

EXTERNAL: This email originated from outside of the organization. Do not click any links or open any attachments unless you trust the sender and know the content is safe.

Hello,

I apologize for being late to the party and for this late email. I just found out about this SPARK deal tonight. I'm not sure if it's too late to submit any type of proposal or not. I am in the beginning stages of forming my non-for-profit and just set up my board. I have some land that is located in the Wichita Kansas off of K15 highway near 47th Street South. I want to build an athletic indoor track for disabled athletes, wheelchair sports, and for veterans with PTSD. Is there a way to still make a proposal for anything or is it too late. This is much needed in the community and will even bring people from all over the region to train. We will also be working with getting the USA Paralympic to approve the building for indoor training.

Please let me know if there is anything I can do. I apologize again for the late hour. I feel I have really let some of these people down by not knowing. Hopefully it is not too late.

Thank you for your time.

Jerrome Castillo

[Sent from Yahoo Mail on Android](#)

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Our Mission

Our mission is to enable all young people, especially those who need us most, to reach their full potential as productive, caring, responsible citizens.

2021 KANSAS FACT SHEET



“My Club has helped me learn to make the right choice, every day. I choose to study. I choose to be a leader. I choose to be an over comer. I choose my Club and you should to.”

The Club Experience

Boys & Girls Clubs fill the gap between school and home. We provide welcoming, positive environments in which kids and teens have fun, participate in life-changing programs and experiences, and build supportive relationships with peers and caring adults.



The Need in Our State

Every day 102,100 kids in Kansas leave school with nowhere to go¹. They risk being unsupervised, unguided and unsafe.

Our Reach



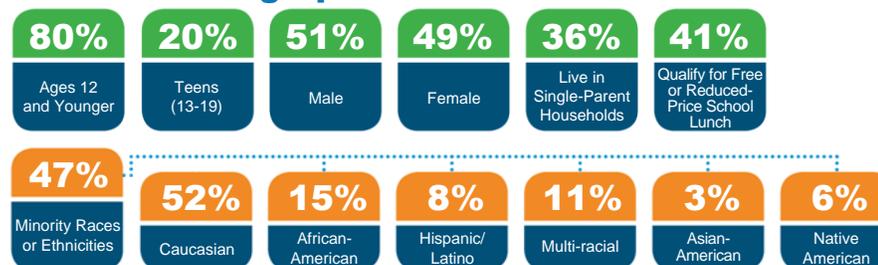
Joshua S.
2020 Kansas Youth of the Year

Club Locations

Multi Club Cities are bolded, Military Bases are italicized

- Atchison
- Coffeyville
- Fort Leavenworth**
- Fort Riley**
- Horton
- Hutchinson**
- Junction City
- Lawrence**
- Manhattan**
- Mayetta
- McConnell AFB*
- Olathe
- Tecumseh**
- Topeka**
- Wamego
- White Cloud
- Wichita**

Member Demographics



2019 Club Operating Income



Every dollar invested in the Boys & Girls Clubs returns \$9.60 in current and future earnings and cost-savings to their communities

Our Agenda for America's Youth

At Boys & Girls Clubs of America we believe who you are, where you're from, or the circumstances that surround you shouldn't determine your access to experiences or opportunities. Our Agenda for America's Youth focuses on solutions and policies that will have the greatest impact on the youth of this country, and the fight to strengthen them. America's youth need a voice and with your help, we will close the opportunity gap for all youth in America.

Out-Of-School Time



Every young person should have access to a high-quality out-of-school time experience.

The Need

Nationally, 7.7 million school-age children are home without adult supervision after school.

What We Do

Clubs across the country provide over 4 million young people with a safe place, caring adult mentors, fun and friendship, and high-impact youth development programs on a daily basis during critical non-school hours.

Our Impact

54% of Club Alumni said the club literally "saved my life".

Safer Childhoods



Every young person has a right to a safe, positive environment in which to learn and grow.

The Need

Nationally, 49% of youth grades 4-12 reported being bullied at least once during the past month.

What We Do

Boys & Girls Clubs are committed to supporting communities and local Clubs ensure the safety of all youth especially during out-of-school time when statistics show youth violence escalates in communities between the hours of 3-7 p.m.

Our Impact

Older Club Teens are 36% less likely to get into a physical fight than their peers.

Health & Wellness



Every young person should be equipped to make healthy decisions resulting in positive social, emotional, and physical well-being.

The Need

Nationally, 29% of high school students report currently using alcohol and 22% using marijuana in the past 30 days.

What We Do

Our programs help youth engage in positive behaviors that nurture their well-being. Club members learn how to manage stress, demonstrate good teamwork, eat well, and keep physically fit.

Our Impact

Club 12th graders are 24% more likely to abstain from alcohol than their peers nationally.

Education, Career Readiness & Leadership Development



Every young person deserves to be well prepared for life and career.

The Need

15% of young people in Kansas fail to graduate from high school on time.²

What We Do

Clubs equip youth with the soft and hard skills they need to succeed in the workforce and create access to partnerships for real-life experiences to explore career options.

Our Impact

97% of Club teens expect to graduate on time and 86% expect to attend college.

Equity & Inclusion



Every young person has the right to safe, positive and inclusive environments where everyone can reach their full potential.

The Need

Nationally, nearly 1 in 5 children live in poverty and 50% live in low-income families.

What We Do

Clubs champion opportunities for the unique challenges and circumstances in communities, while respecting and celebrating their strengths and cultures.

Our Impact

83% of Club members believe they can make a difference in their community.



BOYS & GIRLS CLUBS
KANSAS ALLIANCE

For more information, please visit www.bgca.org
(202)507-6670 || advocacy@bgca.org
Ashley Kaiser || (410) 266-6380 ||
akaiser@bgca.org

¹ America After 3PM, Afterschool Alliance, <http://afterschoolalliance.org/AA3PM/>
² America After 3PM, Afterschool Alliance, <http://afterschoolalliance.org/AA3PM/>
³ America After 3PM, Afterschool Alliance, <http://afterschoolalliance.org/AA3PM/>
⁴ America After 3PM, Afterschool Alliance, <http://afterschoolalliance.org/AA3PM/>



Background

The Kansas Alliance of Boys & Girls Clubs is comprised of 12 Boys & Girls Club organizations serving over 34,500 youth between the ages of 5-18 at 41 Club sites in 17 cities. Clubs serve young people each day – 41% of whom qualify for free or reduced lunch, and 36% of whom come from single-parent homes.

Boys & Girls Clubs serve those who need us most at little to no direct cost to families while providing a world-class experience ensuring success is within reach of every young person who participates. Clubs support families by:

- allowing parents to pursue those job opportunities that will provide for their family while ensuring their kids are safe.
- providing nutrition for Club members (serving 1,000,000 snacks and meals free of charge in 2021); and
- helping ensure schoolwork is completed and that kids are being challenged every day with positive, engaging activities.

Clubs Respond to Community Needs Throughout the Pandemic

Boys & Girls Clubs have been instrumental in helping children and families navigate the devastating impacts of the pandemic. Clubs applied for and received:

- \$629,123 – FY 2020 and \$919,803 – FY 2021 in Children’s Cabinet Emergency Corona Relief funding to enable Clubs to provide remote learning opportunities allowing first responders and essential workers a chance to work, maintain family integrity and support the economic viability of their communities.
- \$3,097,160 – FY 2020, \$2,600,000 – FY 2021, and \$2,600,00 – FY22 in Dept. for Children and Families funding to help young people meet critical social, emotional, and physical development milestones while preventing early involvement in sexual activity.
- \$1,500,000 – FY 2022 in Department of Education Elementary and Secondary School Emergency Relief Funding (ESSER) to help mitigate learning loss and provide academic support to youth.

This work reinforces our endeavor to provide a stable presence that can positively impact neighborhood safety and serve as a vital partner to families in need.

Future Funding Needs

The Pandemic created unforeseen financial needs for Club organizations that extend beyond current allocations. The Kansas Alliance of Boys & Girls Clubs respectfully seeks American Rescue Plan Act resources to meet these needs outlined in priority order.

Staffing: . The recent labor shortage has created significant salary competition for frontline workers. This challenge is exacerbated by our need to recruit candidates who can navigate the screening, professional development, and demands placed on Club youth development professionals. Clubs report the need to increase payroll to reach and retain qualified program staff.

Amount Requested: \$620,000

Trauma-Informed Care and Mental Health: Clubs have noted a surge in anxiety, depression, and suicide attempts among youth since the onset of the pandemic. These behaviors stem from trauma at home and other environmental influences. Clubs seek funding to secure mental health support for impacted youth to address this concern. This support will enable Clubs to ensure staff development training, social work interns, trauma-informed program implementation, and mental health services for children and teens.

Amount Requested: \$950,000

If additional funding is available, Clubs have a need for safety assessments, facility improvements), and increased youth transportation.

Amount Requested: \$250,000

Funding Proposal for Breakthrough House, Inc.

403 NW Lyman Road Suite A Topeka, KS 66608

(New location as of August 25, 2021)

A 501c3 nonprofit charity supporting mental health recovery.

“Empowering mental health consumers to live independent, impactful lives.”

i

Administrative Office

Full time Executive Director Mary Bolling overseeing all programs. Finance manager Gwen Hay has been with BTH for over 15 years, providing detail-driven accounting of all financial operations. Board of Directors meets monthly with Mary to review and analyze cost/budgeting.

- **20 employees including an Executive Director who oversees the following:**
 - **2 Administrative Office employees**
 - **5 Payee Program employees**
 - **7 Residential Program employees**
 - **5 Clubhouse Program employees**

Immediate Needs

Capacity to provide additional programs in Topeka and Shawnee county areas under program expansion: 1. Costs related to moving into new building including remodeling upgrades, phone system, computer upgrades, and IT/software upgrades and training. 2. Hire four additional staff needed to grow outreach and accommodate need to provide for our consumers mental health challenges. Approximate 15.0-20.0 percent increase in overhead costs.

TOTAL FUNDING NEEDED: \$274,000



Residential Services

Providing housing options since 1983, including 24-hour support group living, independent living apartments, duplexes, and project-based HUD/Section 8 housing, all to those who have mental health challenges.

- 7 Employees
- Total Buildings: 8 locations; 32 units. AT FULL CAPACITY!
- 3 HUD properties - 15 adults
- 5 BTH properties - 24 adults

Immediate Needs:

Repair/replace current units. Build on 2 lots currently owned. Add 2-4 buildings by purchasing foreclosed and/or HUD properties in the Topeka-Shawnee County area.

TOTAL FUNDING NEEDED - \$440,000



Clubhouse Program

Daytime program available to those who are diagnosed with a mental health challenge

- **5 Employees**
- **Members - 300 members annually**
- **Meals Served - 5,400 meals served annually**
- **Transportation/Rides - 5,600 rides given annually**

Immediate Needs:

Clubhouse Accreditation training and costs for completion. Member job training and placement. Increase costs due to COVID* mental health consumers requesting assistance has expanded enormously. Repair and/or move to new location due to *structural issues with building* and growing needs to expand the program. Increase truck fleet to add larger capacity “handicap” vans.

TOTAL FUNDING NEEDED - \$170,000 +*\$300,000

*\$300,000-\$6,000= \$294,000 (this money is currently being provided to us monthly through the Wichita clubhouse coalition. Funding is provided through KDADS and the Kansas lottery machines)

i

Payee Program

The Social Security Administration authorizes Breakthrough House, Inc. to manage the monthly finances for mental health diagnosed individuals receiving SSI/SSDI services. We manage each individual checking account for approx. 240 consumers to include: paying their rent, housing fees, utilities, hospital or medical bills, phone bills, etc. We also help them with additional resources programs and services that the community may provide. We work closely with their case managers and social workers if the consumer has been assigned to one.

- **5 Employees**
- **240 Consumers (approx.)**
- **Staff manages the consumers SSI/SSDI benefit accounts.**

Immediate Needs:

Need to Upgrade software to run more efficiently. Request to hire more staff to accommodate the 80 calls per day from adults in the Topeka community struggling with mental health challenges, trying to recover from the Covid pandemic and desperately in need of services.

Funding to accommodate and serve 100 + additional consumers, including those among the homeless community.

Services include food, transportation, and housing opportunities across all programs.

TOTAL FUNDING NEEDED - \$280,000



Return on Investment of a Family Resource Center to the Child Welfare System:

Community Partnership Family
Resource Center, Teller County, CO



OMNI

899 Logan Street, Ste 600
Denver, CO 80203
303.839.9422
omni.org

Return on Investment of a Family Resource Center to the Child Welfare System

Community Partnership Family Resource Center, Teller County, CO

Submitted to:

Andrew Russo, Executive Director
National Family Support Network
Initial Submission - August 2021
Minor Updates - October 2021

Authors:

Sara Bayless, Melissa Richmond, Elaine Maskus, and Julia Ricotta

For More Information:

Project Code NFSN21; projects@omni.org

Acknowledgements:

This study was developed by OMNI Institute, in partnership with the National Family Support Network (NFSN) and Casey Family Programs (CFP). We thank NFSN and CFP for supporting this project with funding and technical advice. We also thank Community Partnership Family Resource Center and the Teller County Department of Human Services for their cooperation in producing this report.

Suggested Citation:

OMNI Institute (2021). *Return on Investment of a Family Resource Center to the Child Welfare System: Community Partnership Family Resource Center, Teller County, CO*. Submitted to National Family Support Network, Washington, D.C.

Background and Importance

Family Resource Centers (FRCs) are welcoming hubs of support, services, social connection, and opportunities for families that work with them utilizing a strengths-based, family-centered, multi-generational approach that reflect local contexts and needs.ⁱ Resources available through FRCs range from basic needs (such as food pantries and utility assistance) to parenting classes, peer support, family development, leadership development, and more. FRCs meet families where they are, help them build on their strengths, and connect them to resources so that they can sustainably meet their needs. There is evidence that FRCs generate economic returns to the community; a 2014 analysis found that the Alabama Network of FRCs provided a return on investment of \$4.93 per dollar spent to the State of Alabama.ⁱⁱ These encouraging findings suggest that services provided across a network of FRCs have cost-saving implications at a state level.

FRCs play a key role in preventing child abuse and neglect. Child maltreatment is a pressing issue in the United States with far reaching effects for both individuals and systems.ⁱⁱⁱ Child maltreatment affects at least one in seven children in the United States annually,^{iv} and in 2015 the estimated cost of child abuse and neglect across the country was \$428 billion.^v Child maltreatment can have devastating effects on an individual's mental and physical health, and can also have far-ranging social and systemic impacts, including criminal justice, healthcare, education, and lifetime productivity costs. These broad impacts are estimated to cost society \$268,544 over the course of an individual's life.^{vi} Reducing child maltreatment not only benefits children, families and communities but also has the potential to save the country billions of dollars and allow for investment in other areas of need.^{vii}

FRCs often partner with local child welfare jurisdictions to prevent child maltreatment across the child welfare continuum, from providing primary prevention services to serving families who have been screened out of child welfare^{viii} to supporting families with open child welfare cases and post-reunification.^{ix} The majority of child maltreatment cases include neglect^x that often results from challenges accessing key resources such as food, clothing, shelter, medical care, or supervision.^{xi} A core FRC service is connecting families to these vital resources in their communities. Studies have found that FRCs increase protective factors for children's safety^{xii} and that programs delivered by FRCs can reduce subsequent family involvement in the child welfare system.^{xiii} Studies estimating the return on investment of FRCs to local child welfare systems would help advance our understanding of the important role that these community-based services play for families. Additionally, such studies can provide a more granular understanding of how the return on investment is realized within this particular sector.

The National Family Support Network (NFSN) is an organization made up of statewide networks of FRCs that aims to promote positive outcomes for all children, families, and communities by leveraging the collective impact of state networks and championing quality family support and strengthening practices and policies. Currently, 33 states and the District of Columbia have networks that include over 3,000 FRCs.^{xiv} NFSN advances the family support field by convening member networks and facilitating knowledge-sharing; promoting family support best practices and evaluation; and raising the visibility of how FRC networks support families across the U.S. In 2020, with support from Casey Family Programs, NFSN contracted with the OMNI Institute to explore opportunities to leverage existing research, evaluation, and/or data to quantify the economic return on investment that FRCs provide to local child welfare systems.

Between December 2020 and January 2021, OMNI and NFSN reached out to NFSN member networks and reviewed existing evaluations of FRCs to identify potential opportunities that could serve as return on investment case studies. Through this process, OMNI explored five potential options and ultimately identified two cases that met the following criteria:

- There were available data demonstrating a plausible connection between FRC services and child welfare system outcomes (e.g., comparisons between families who did and did not receive services; longitudinal data showing improved outcomes upon FRC or program initiation);
- There were available quantitative data demonstrating that the child welfare system has benefited (e.g., through reductions in the incidence of child abuse/neglect);
- The site was willing to work with the OMNI team to field questions, share data (e.g., operational costs), and be highlighted in a final public report; and
- Sites represented demographically different communities being served by FRCs to, as best as possible, reflect the diversity of communities served by family support programs across the United States (e.g., rural versus urban locations; racial/ethnic makeup of the community).

In this report, we quantify the savings to the child welfare system in Teller County, Colorado, from investment in the Community Partnership Family Resource Center (CPFRC). CPFRC is the sole FRC that serves Teller County, and after beginning a formal partnership with the local child welfare system, there was an estimated 63% reduction in the rate of child abuse in the county (from 2015 to 2018).^{xv} A companion report quantifies the savings to the child welfare system for Orange County, California, from investment in the Westminster Family Resource Center.¹

Community Partnership Family Resource Center

CPFRC is a rural FRC established in 1992, and is the only FRC located in Teller County, Colorado. Teller County is in central Colorado and has a population of approximately 25,000. The most populous town of approximately 7,900 residents is Woodland Park, which is located about 20 miles from the closest city of Colorado Springs in neighboring El Paso County. Teller County is predominately White (94%), with 7.1% of residents identifying as Latinx of any race, 1.4% identifying as American Indian or Alaska Native, 1.1% identifying as Asian, and 1.0% identify as Black or African American. Just under 8% of residents live in poverty.^{xvi}

CPFRC is a member of the Family Resource Center Association, Colorado's statewide network of FRCs. Member FRCs follow NFSN's Standards of Quality for Family Strengthening and Support^{xvii} that detail quality family support practices that are aligned with Family Support America's Principles of Family Support Practice and the Center for the Study of Social Policy's Strengthening Families Protective Factors Framework.^{xviii} CPFRC aims to help families build resilience, social capital, and a robust network of support so they are strong in the face of adversity and their children remain safe at home. Reflecting the Teller County population at large, families who receive services from CPFRC largely identify as White (87%).^{xix} They often experience economic challenges, with 62% of families having no cash savings and 42% of families having incomes below 100% of the federal poverty line, relative to 8% across the county.^{xx}

¹ This companion report can be accessed at omni.org/wfrc-roi.

Child Maltreatment Prevention Programming at CPFRC

In 2014, CPFRC began partnering with Teller County Department of Human Services (DHS) through Colorado Community Response,^{xxi} a statewide program funded through Colorado's Office of Early Childhood. Colorado Community Response was designed to fill a gap in the child maltreatment prevention continuum by creating referral pathways from child welfare systems to local community support resources. It is a voluntary service for families who are reported to DHS for child abuse or neglect but are either screened out from receiving a response due to the nature of the report (e.g., it does not indicate an imminent safety threat) or are screened in but have their cases closed without the provision of child welfare services. DHS refers families who meet these qualifications to CPFRC to make connections to community resources, access one-time financial assistance and financial coaching, and access family support services aimed at increasing family strengths and parental knowledge. After a two-year pilot period, CPFRC implemented Colorado Community Response at scale beginning in 2016.

In 2016, CPFRC also expanded Family Development Services through funding provided by Colorado's Office of Early Childhood. Family Development Services is a primary prevention program designed to support families who are experiencing hardships, with the overall goal of improving family health and well-being, as well as reducing child maltreatment. This voluntary program is open to any family interested in participating (i.e., a referral is not required) and who indicates that they are experiencing challenges meeting their needs during a screening process. Through Family Development Services, CPFRC connects families to resources, and families set and work towards family-driven goals that build on strengths and increase protective factors for children's safety, as well as other aspects of family stability.

By 2016, Colorado Community Response funding created a direct link between families referred to DHS and CPFRC services, and funding for Family Development Services further expanded CPFRC's reach into the community. As such, there was a potential opportunity to examine the return on investment for CPFRC to the child welfare system by comparing child maltreatment outcomes prior to and after establishment of these new practices. Although Colorado Community Response and Family Development Services are stand-alone programs, CPFRC serves families through an integrated, family-centered approach; when a family engages with the center through either program, they also gain access to the many other programs, peer support, resources, and referrals available through the center. Therefore, we considered the return on investment to the child welfare system for CPFRC's overall approach to serving families, rather than the return on investment for either program alone.

Other Child Welfare Initiatives

To design the return on investment study, OMNI considered the broader context of child welfare initiatives within Teller County and Colorado with the goal of identifying time frames that would best isolate the effects of CPFRC. OMNI worked with Teller County DHS and CPFRC to identify other major programs and initiatives implemented in the years before and after 2016 that would likely impact families involved in the child welfare system. These events are described below:

- In 2013, Teller County DHS implemented a differential response model that changed the intake process for the child welfare system.^{xxii} Specifically, when a case of maltreatment is reported that is not life threatening or involving sexual abuse, a DHS team decides whether it qualifies for a differential response using considerations of past history and case details (e.g., prior involvement of DHS and/or the police). For cases that are determined to qualify for differential response, a DHS team

member conducts a home visit with the whole family to discuss the concern. These cases typically end in a referral to services and no child-welfare documented case findings. Teller County views differential response as a prevention-focused approach to reported cases of maltreatment.

- On January 1, 2015, Colorado implemented a 24-hour statewide child abuse hotline. Prior to this, there was a county hotline for reporting suspected child maltreatment for Teller County that was open during typical business hours; outside of these hours, reports went to local police departments. The implementation of this statewide hotline established a process for all reports to be directly received by Teller County DHS.
- In 2017, Teller County began community awareness efforts to reduce stigma about parental help-seeking as part of a Child Maltreatment Prevention grant.
- In 2019, more restrictive eligibility requirements were put in place for Colorado Community Response due to a statewide evaluation. As a result, fewer families were eligible for and subsequently referred for participation.
- In 2020, the COVID-19 pandemic impacted service provision for both Teller County DHS and CPFRC.

Based on this timeline, we identified 2015 and 2018 as the time frames for comparison of child welfare outcomes that would best isolate the effects of CPFRC’s programmatic shifts. We selected 2015 as the baseline year, as neither Colorado Community Response nor Family Development Services programming were available to the whole CPFRC population, but the statewide child abuse hotline and differential response models were in place. We selected 2018 as the comparison year, as it is the only year that both Colorado Community Response and Family Development Services were in full implementation with no other major system-wide changes taking place; it was also prior to programmatic changes and the impacts of the pandemic.

Methods

Social Return on Investment Model

Broadly, return on investment is a metric used to determine the efficiency of an investment, quantified as the net value of benefits relative to the net value of the investment. To calculate the return on investment of an FRC for the child welfare system, OMNI used a *social* return on investment (SROI) model. SROI describes the impact of a program or organization in dollar terms relative to the investment required to create that impact.^{xxiii} SROI studies often examine a broad range of costs and benefits, including social, environmental, and economic, that could influence individuals, communities, and society as whole.^{xxiv} Because we were focused on benefits for the child welfare system in particular, we only considered that sector’s outcomes. We excluded savings or increased expenditures in other social systems that may result from child maltreatment (e.g., educational, criminal justice, and health care costs), as well as other societal benefits (e.g., productivity).^{xxv}

Using the framework provided by the New Economics Foundation,^{xxvi} we specified our SROI model as follows:

$$\text{SROI} = \frac{(\text{Outcome of Interest} - \text{Deadweight}) \times \text{Attribution} \times \text{Monetized Value of the Outcome}}{\text{CPFRC Intervention Cost}}$$

Such that:

- *Outcome of Interest* is reduction in substantiated assessments of child maltreatment;
- *Deadweight* is the counterfactual number of substantiated assessments that would have occurred in the absence of CPFRC;
- *Attribution* is the share of those substantiated assessments that is attributable to, or results from, CPFRC;
- *Monetized Value of the Outcome* is the child welfare expenditure per substantiated assessment; and
- *CPFRC Intervention Cost* is the cost of operating CPFRC.

We used a variety of sources to estimate each aspect of the model. The following section identifies the data sources and outlines the calculations used to develop the estimates.

Data

In this section, we provide information on the underlying data used to estimate the SROI model depicted above, including narrative describing the data sources and underlying assumptions for each model component. In the side bars, we provide the corresponding estimates used for each model component.

Outcome and Deadweight

In this study, the outcome is child maltreatment as indicated by substantiated assessments in Teller County in 2018, the outcome year selected for analyses. Deadweight is represented by the number of substantiated assessments in 2015, the baseline year selected for analyses. Substantiated assessments refer to children that are experiencing verified cases of abuse and neglect and are one of the major sources of costs to child welfare systems across the country.^{xxvii}

Data on the number of substantiated assessments in Teller County in 2015 and 2018 were gathered from the Colorado Department of Human Services (CDHS) public database that reports on child maltreatment occurrences across the state.^{xxviii} To control for changes in county population over time, the number of substantiated cases in each year was divided by the total number of children under the age of 18 in the county in that year as reported by the U.S. Census American Community Survey (ACS).^{xxix} This

OUTCOME AND DEADWEIGHT: RATES

Outcome Rate (2018):

$$\frac{30 \text{ substantiated assessments}}{4,368 \text{ children in Teller County}} = 0.687\%$$

Deadweight Rate (2015):

$$\frac{82 \text{ substantiated assessments}}{4,435 \text{ children in Teller County}} = 1.849\%$$

resulted in rates of substantiated cases of child maltreatment for 2018 (*Outcome*) and 2015 (*Deadweight*).

To calculate the reduction of substantiated assessments in Teller County from 2015 to 2018, we subtracted the Deadweight rate from the Outcome rate. This difference in rate was then multiplied by the number of children in

**OUTCOME AND DEADWEIGHT:
DIFFERENCE**

$$\begin{array}{rcccl}
 0.687\% & - & 1.849\% & = & -1.162\% \\
 \text{outcome} & & \text{deadweight} & & \\
 \text{rate} & & \text{rate} & & \\
 & \times & 4,368 & = & \mathbf{51} \\
 & & \text{children} & & \text{fewer} \\
 & & \text{in Teller} & & \text{substantiated} \\
 & & \text{County} & & \text{assessments} \\
 & & \text{in 2018} & &
 \end{array}$$

Teller County in 2018, as reported by the ACS, to estimate the reduction in substantiated assessments in Teller County between 2015 and 2018, controlling for population changes. These calculations show that there was a 62.84% reduction in substantiated assessments from 2015 to 2018; adjusting for population changes, this translates to 51 fewer cases in 2018 compared to 2015.

Attribution

We estimated attribution as the proportion of children at risk for maltreatment in Teller County in 2018 that were reached by CPFRC (i.e., CPFRC’s penetration rate). We used the assumption that the higher the proportion of at-risk children reached by CPFRC, the greater the share of reductions in child maltreatment that can be attributed to CPFRC services. Direct data were not available for either the number of children served by CPFRC, nor the number of children at risk for maltreatment in Teller County, so we used available data to estimate these values as described below.

Children Served by CPFRC

CPFRC served 722 unique families in 2018 and estimated that there was an average of two children per family. These data were used to estimate the total number of children served by CPFRC in 2018.

**ATTRIBUTION:
CHILDREN SERVED BY CPFRC**

$$\begin{array}{rcccl}
 722 & \times & 2 & = & \mathbf{1,444} \\
 \text{families} & & \text{estimated} & & \text{children} \\
 \text{served} & & \text{average number} & & \text{served} \\
 \text{in 2018} & & \text{of children per} & & \\
 & & \text{family} & &
 \end{array}$$

Children at Risk for Maltreatment in Teller County

We used two different approaches to estimate the number of children in Teller County at risk for child maltreatment using known risk factors for experiencing child maltreatment: (1) income-to-needs ratio and (2) child age.^{xxx} The supporting calculations for each approach are detailed below.

Income-to-Needs Ratio. Income-to-needs (ITN) ratio, also known as percent of poverty, is the ratio of overall annual income to household or family size and serves as an indicator for socioeconomic status. Although child maltreatment occurs across all levels of socioeconomic status, poverty is one of the strongest predictors of whether a child will experience maltreatment, and is associated particularly

strongly to rates of neglect (relative to abuse).^{xxxix} Though most low-income children will never be involved with the child welfare system, an income-based measure allows for a strong single-factor estimate of children at risk for child maltreatment.^{xxxix}

To estimate the proportion of Teller County children that may be at risk for maltreatment, we used CPFRC evaluation and ACS data to extrapolate the ITN ratio of families served by CPFRC relative to the overall Teller County child population (those under 18 years old). For example, as shown in Table 1, 42% of families served by CPFRC have incomes below 100% of the Federal Poverty Level (FPL), and the ACS estimates there were 758 children with household incomes below 100% of the FPL in Teller County in 2018;^{xxxix} therefore, we estimate that 318 children with household incomes below 100% of the FPL are at risk for child maltreatment in Teller County (42% of the 758 Teller County children in households with incomes below 100% of FPL equals 318 estimated at-risk children). We combined these calculations across ITN ratio brackets to estimate that the total number of children at risk for maltreatment in Teller County in 2018 is 1,479 (see Table 1).

TABLE 1. ATTRIBUTION ESTIMATE CALCULATIONS BASED ON INCOME-TO-NEEDS RATIO

ITN	Families served by CPFRC in 2018 (%)*	Teller County Child Population (#)	Teller County Children at Risk for Maltreatment (estimated #)
Below 100% FPL	42%	758	318
100-199% FPL	33%	1,880	620
200-299% FPL	14%	1,258	176
300%+ FPL	11%	3,306	364
Total:	100%	7,202	1,479

*Note: Values are rounded

Child Age. Child age is another correlate of child maltreatment, with younger children experiencing maltreatment at a higher rate than older children.^{xxxix} We used data on the age of children who experienced maltreatment in Colorado in 2018 provided by the U.S. Department of Health and Human Services (DHHS).^{xxxix} We calculated the percent of children who experienced maltreatment at each age from the DHHS data, then multiplied that by the number of children at that age grouping in Teller County in 2018 as provided by the ACS. We combined these calculations across all age groups (from 0-17) to estimate the total number of children at risk for child maltreatment in Teller County in 2018 (see Table 2).

TABLE 2. ATTRIBUTION ESTIMATE CALCULATIONS BASED ON CHILD AGE

Age	Children who Experienced Maltreatment in 2018 (%)*	Teller County U18 Population (#)	Teller County Children at Risk for Maltreatment (estimated #)
Under 5	40%	1,085	437
5-9	27%	1,423	388
10-14	24%	1,528	361
15-17	9%	967	85
Total:	100%	5,003	1,272

*Note: Values are rounded

Determining Attribution Rate

We then used the estimated number of children served by CPFRC (1,444) relative to the estimated number of children at risk for maltreatment based on ITN ratio (1,479) and child age (1,272) to generate attribution estimates. Using the ITN ratio approach, the attribution estimate was 98%; using the age approach, the attribution estimate was 114%. Although imprecise, these estimates broadly suggest that CPFRC is reaching the population of children at risk for maltreatment in the county. Because of the convergence of these approaches on the estimated number of children at risk being reached by CPFRC, we used an attribution rate of 100% in the SROI calculations, attributing all 51 fewer substantiated cases in Teller County in 2018 to CPFRC.

Monetized Value of the Outcome

The monetized value of the outcome was defined as the cost incurred by the Teller County child welfare system for each substantiated assessment in 2018. We estimated this cost using the steady-state methodology in which the total annual child welfare costs in one year serve as a proxy for the lifetime child welfare costs of maltreatment cases in that year.^{xxxvi} Using this steady-state methodology, the total child welfare expenditures in a given year are divided by the total number of substantiated assessments in that year. To calculate the estimate specific to Teller County, we used the 2018 Actual Expenditures for the Child Welfare program as reported in the 2020 Teller County Adopted Budget and the number of substantiated assessments in 2018 as reported by the Colorado DHS (the same number used to calculate the outcome).^{xxxvii} The resulting estimated cost of \$49,026 per substantiated assessment is similar to the national average of child welfare expenditures of \$47,255.^{xxxviii}

CPFRC Intervention Cost

The intervention cost is estimated as CPFRC's total annual expenses in 2018, based on the Community Coalition for Children and Families (doing business as Community Partnership Family Resource Center) Form 990, accessed via ProPublica.^{xxxix} CPFRC's total annual expenses for 2018 were \$856,194.^{xl}

ATTRIBUTION ESTIMATE:

Income-to-Needs Ratio:

$$\frac{1,444 \text{ children served by CPFRC in 2018}}{1,479 \text{ children at risk for maltreatment in 2018}} = 98\% \text{ of reduction in cases attributed to CPFRC}$$

Child Age:

$$\frac{1,444 \text{ children served by CPFRC in 2018}}{1,272 \text{ children at risk for maltreatment in 2018}} = 114\% \text{ of reduction in cases attributed to CPFRC}$$

MONETIZED VALUE OF THE OUTCOME

$$\frac{\$1,470,787 \text{ Teller County 2018 Child Welfare Expenses}}{30 \text{ substantiated assessments in 2018}} = \$49,026 \text{ cost per substantiated assessment}$$

INTERVENTION COST

CPFRC Intervention Cost:

CPFRC 2018 Expenses: **\$856,194**

Results

Return on Investment

The estimates used to calculate CPFRC’s return on investment to Teller County’s child welfare system are provided below. The estimated net value of benefits is \$2,500,326; that is, the reduction of 51 substantiated assessments saved the Teller County child welfare system \$2,500,326 in 2018 compared to 2015. Relative to the net value of the investment in CPFRC in 2018, there is a return on investment of 292%, or \$2.92. In other words, for every \$1 invested in CPFRC, the Teller County child welfare system saved \$2.92.

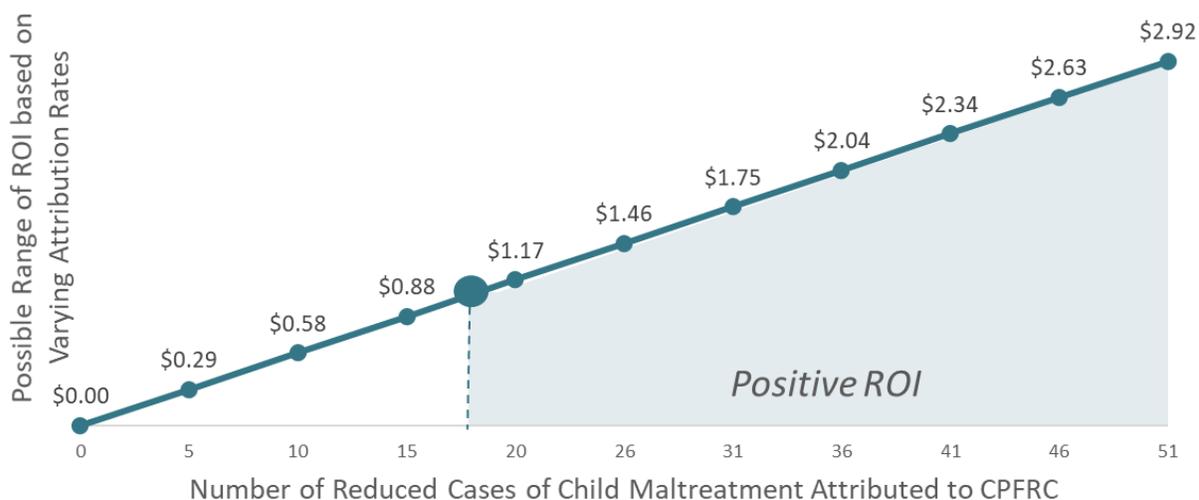
$$\frac{51 \text{ reduction in substantiated assessments from 2015 to 2018} \times 100\% \text{ attribution} \times \$49,026 \text{ cost per substantiated assessment in 2018}}{\$856,194 \text{ CPFRC annual expenses in 2018}} = \$2.92 \text{ return on investment}$$

Sensitivity Analyses for Attribution

We conducted a sensitivity analysis by substituting the full range of attribution estimates (between 0 and 100%) into the overall SROI calculation. These sensitivity analyses allow us to identify the minimum number of reduced cases of child maltreatment attributed to CPFRC that results in a positive return on investment, specifically a return of at least \$1.01. Results indicated the lowest possible attribution estimate for a positive return on investment is 35%; that is, if at least 18 of the 51 cases of reduced substantiated assessments are attributed to CPFRC, there is a positive return on investment to the child welfare system in Teller County.

FIGURE 1. SENSITIVITY ANALYSIS FOR ATTRIBUTION

There is a positive return on investment if at least 18 of the 51 cases (35%) of reduced child maltreatment are attributed to CPFRC.



Conclusions

This report quantifies the estimated return on investment to a local child welfare system from investment in a Family Resource Center, providing economic evidence of the benefit of community-based family support services. These findings estimated a measurable benefit to the Teller County child welfare system provided by the Community Partnership Family Resource Center, with a return of \$2.92 for every \$1 invested.

OMNI examined the return on investment of a long-standing, well-established FRC that began implementing two new programs designed to serve children and families who may be at heightened risk for child welfare involvement. Specifically, CPFRC became a key referral resource for families screened out of child welfare and began implementing enhanced family supportive services through additional state funding. It is likely that CPFRC's nearly thirty-year history in Teller County and direct partnership with DHS allowed them to effectively serve families, and in turn generate economic benefits to the child welfare system. Further, it suggests that even in places where FRCs already exist, there is opportunity to expand impact and strengthen the benefit provided to families, communities, and the child welfare system through prevention programming designed to reach families most at risk for system involvement.

The CPFRC return on investment of \$2.92 can be considered in tandem with the 2014 findings from the Alabama Network of FRCs, which provided an estimated return of \$4.93 in immediate and long-term social value to the State of Alabama. The approach used to estimate the CPFRC return on investment differed in important ways from the study conducted in Alabama. This study examined one FRC rather than a network and focused solely on the return to one sector (i.e., the child welfare system) rather than the overall return across the state. Methodologically, we attached cost savings to changes in the target outcome (i.e., substantiated cases of child maltreatment) rather than to the services provided by FRCs,

and we did not include broader family and societal impacts of child maltreatment.^{xi} As such, we do not recommend making direct or relative comparisons between the estimated return on investment in Alabama of \$4.93 and the CPFRC return on investment of \$2.92. Rather, both findings provide evidence for the benefits of FRCs, and this study estimates one way that these benefits are realized by a county child welfare system in one community.

FRCs provide community- and family-responsive services designed to meet the unique needs of the people they serve. They often blend and braid funding, and families who participate in services under one funding stream are not typically limited to those services only, but rather have broad access to the FRC and the many resources and referral networks at its disposal. As a result, it is challenging to implement rigorous research practices that quantify the impact FRCs have on families, or on the child welfare system. In this report, we examined changes over time in child welfare outcomes in Teller County before and after CPFRC implemented programs aimed specifically at reducing child maltreatment. However, there are a number of limitations inherent in this approach:

- Best practice in SROI is utilization of a rigorous outcomes study to estimate the degree to which the program had positive benefits. With limited availability of studies examining child welfare outcomes for FRCs, we relied on an estimate of reductions in child maltreatment over time that corresponded with changes in programming delivered by the FRC. With this approach we were not able to track child welfare outcomes for families served directly by CPFRC, so relied on county-level data.
- Given the larger context of child welfare-related initiatives within Teller County and Colorado, our analysis was necessarily limited to comparisons of child maltreatment outcomes in two years (2015 and 2018) to best isolate the impact of programming at CPFRC. If it had been possible, including multiple years of data in the analyses would have provided a more robust understanding of how child maltreatment changed over time and would have made our estimates less susceptible to influence of other unknown system-level factors.
- There is not clear guidance on best practices in estimation of attribution in SROI models.^{xxx} The indicators of income-to-needs ratio and child age used to inform the attribution estimate provided imprecise estimates for the proportion of children at risk for child maltreatment in Teller County that CPFRC was reaching. It is possible that the attribution rate is less than 100%; that is, although the selection of 2015 and 2018 was designed to isolate the effects of CPFRC as closely as possible, other systemic changes not accounted for in this analysis (e.g., local economic conditions or school-based programs) could be responsible for some portion of the decrease in child maltreatment. Sensitivity analyses suggested that the return on investment is positive as long as the attribution rate is greater than 35%, but lower attribution rates return lower estimates of this return.
- Lastly, FRCs are as diverse as the communities that they serve. This study estimated the impact of one FRC in one county in Colorado and may not be generalizable to other communities; thus, this analysis should be considered a case study of the possible return on investment that this type of family support can provide. This report was conducted in tandem with estimates of the return on investment of another FRC in Orange County, California; those findings are available at omni.org/wfrc-roi.

Despite the challenges of conducting rigorous evaluations in the context of FRCs and the limitations of this case study, these findings contribute to a growing body of evaluative data on the benefits of FRCs for their communities.^{xxxi} Specifically, they provide support for the economic benefits that an FRC can

provide to a local child welfare system by reducing incidences of child maltreatment. Because this evaluation used a pre-post design and relied on only two years of data, future evaluations should seek to replicate these findings using rigorous study designs and in other localities and contexts. However, such evaluations rely on the availability of sufficient data; to support these efforts, FRCs, networks and states should pursue efforts to directly link data systems that would allow tracking of service provision by FRCs and child welfare outcomes over time. In the meantime, the findings here suggest that in Teller County, Colorado, CPFRC provides a meaningful return on investment to the child welfare system, with a return of nearly three dollars for every one dollar invested.

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^{xxxix} *Given that we examined change in substantiated cases from 2015 to 2018 as the outcome, an alternative approach is to calculate the difference in CPFRC's annual expenses in 2015 and 2018 as the estimate of intervention cost. This alternative approach assumes that only new expenditures contribute to the reduction in substantiated cases. We opted not to use this approach given that FRCs take a comprehensive, family-centered approach to services (e.g., those families referred to CPFRC through the Colorado Community Response program could access any of the services available at CPFRC, many of which have been available prior to 2015). The implementation of Colorado Community Response and Family Support Services do not reflect just new services, but also a new model of partnering with the county and making services available to families. In addition, FRCs are funded through a variety of mechanisms, including programming funded by grants that change over time, and they blend and braid funding in ways that make it difficult to isolate costs associated with county-wide outcomes. Therefore, we were concerned that using the difference in expenses could underestimate the total costs of the intervention.*

^{xl} Per communications with Teller County DHS, CPFRC did not receive any funding from Teller County's child welfare division in 2018.

^{xxxx} Solórzano-García, M., Navío-Marco, J. & Ruiz-Gómez, L. M. (2019). Ambiguity in the attribution of social impact: A study of the difficulties of calculating filter efficiencies in the SROI method. *Sustainability, 11*, 386.

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^{xxxxi} Casey Family Programs (2019). *Supportive communities: Do place-based programs, such as Family Resource Centers, reduce risk of child maltreatment and entry into foster care?* <https://www.casey.org/family-resource-centers/>; National Family Support Network (2021). *Advancing the family support and strengthening field project.* <https://www.nationalfamilysupportnetwork.org/resources>;



Request to submit to the Spark Task Committee

My name is Melissa Powelson and I am the Founder of the **E**Center.

I was prepared to give this testimony but only one could speak so I thought I would go ahead and submit in hopes it would be accepted.

In the face of a crisis, we lack the ability to identify heightened risk factors effectively and efficiently as well as infrastructure-based projects, and facilities that provide tangible resources to improve these heightened risk factors.

Over the last three years I have Walked 19 adults through the psychiatric intake process with at KU med- because it was the only way to get them immediate care.

The last two years I have assisted 23 families in finding an open bed psychiatric facilities for children that had been on waiting list for over 60 days

I Assisted 10 families who have lost youth to suicide from a 5th grader in Topeka to a 10th grader in western Kansas. To this day they live with the Trauma that suicide leaves behind.

I wept with a superintendent from Shawnee mission NW as he broke down after they just lost a student to suicide...And then ask me, what more can we do?

Losing my husband was enough! His tough life trends began at the age of three but were invisible to the human eye. Without the comprehensive longitudinal data of the individuals I mentioned, the behavioral health risk factors went unidentified. We must strengthen the education and health community in our ability to leverage data in managing the social-emotional and mental health of individuals and predict, prevent, detect, and respond to behavioral threats. This can be done effectively and efficiently with our evidence-based approached assessment tools.

We needed this ability before the pandemic; it became imperative during the pandemic; and we assuredly need it after this pandemic--to better assess, serve and enhance the lives of individuals.

The **ECenter** is a powerful infrastructure that has the potential to put us on the path toward a sustainable future but this will take our government, private sectors, academics citizens and other stakeholders working together to meet the needs of Kansans.

There were so many things that people pleaded for today that the **ECenter** can provide!

Senate President Ty Masterson, an Andover Republican and a SPARK member, indicated he would emphasize how the funds are one-time money. He called for infrastructure-based projects, such as improvements to facilities. This is the **ECENTER!** This facility is partially built and provides many services talked about today. This is a long-term solution where we provide high quality, effective strategies that will create solid growth, health equity, more jobs and better rewards for stakeholders.

Thank You,
Melissa Powelson
www.ecenterofkansas.org

The Center for State Child Welfare Data

Do Family Support Centers Reduce Maltreatment Investigations? Evidence from Allegheny County

Fred Wulczyn and Bridgette Lery

December 2018

Introduction

In this report, we examine whether the presence of a Family Support Center (FSC) is associated with lower maltreatment investigation rates in neighborhoods with an FSC when compared with other, similar neighborhoods that do not have FSCs. As implemented in Allegheny County, FSCs provide a range of social services designed to support families generally and families raising young children in particular. Although the FSCs in Allegheny County tend to be found in areas with higher levels of poverty, we take advantage of the fact that FSCs are located in socio-economically diverse communities to examine whether the presence of an FSC is associated with lower maltreatment investigation rates as measured at the community level.

Social Determinants, Collective Efficacy, and Family Support Centers

The idea that FSCs might lower community-level investigation rates hinges on two interrelated ideas. First, there is a substantial body of evidence that points to community-level risk factors as one reason why involvement with the child welfare system is higher in some communities than others (Coulton, Korbin, Su, & Chow, 1995; Coulton & Pandey, 1992; Eckenrode, Smith, McCarthy, & Dineen, 2014; Molnar, Buka, Brennan, Holton, & Earls, 2003). That evidence points to what are frequently described as social determinants of health and well-being. Broadly speaking, the literature on social determinants suggests that the potency of individual level risk factors is dependent on the social context: it is one thing to grow up in a poor family, but it is an altogether different matter to grow up in a poor family in the midst of other poor families (Sampson & Bean, 2006; Sampson, Morenoff, & Gannon-Rowley, 2002). Whether it is the quality of local services, the supply of jobs, the strength of social ties, or the availability of recreational outlets, poor communities have fewer assets to offer their residents (CSDH, 2008). By creating structures around which lifestyles evolve, social context either alleviates or exacerbates person-level risks, depending on the interplay of people and place. Second, among other issues, communities characterized by concentrated disadvantage often lack collective efficacy or the ability of community residents to organize themselves around the common challenge of raising children (Browning, Burrington, Leventhal, & Brooks-Gunn, 2008; Daro & Dodge, 2009; Morenoff, Sampson, & Raudenbush, 2001; Sampson, Morenoff, & Earls, 1999). Collective efficacy is the mechanism whereby one might expect lower investigation rates – communities with structures that support child rearing will tend to have fewer investigations because the community supports families in ways that alter the family processes that attract the formal involvement of the child welfare agency in those families.

If risk and protective factors embedded within a community shift the risk and protective balance in favor of families raising children, then there is a growing body of literature that suggests interventions targeted at the community-level have positive effects. For example, Communities That Care (Kim, Gloppen, Rhew, Oesterle, & Hawkins, 2015) builds a diverse group of stakeholders in a community by training coalition members in selecting and implementing tested policies and interventions in the community. The services are designed to reduce risk factors and strengthen protective factors within the community, with the expectation that youth in those communities will change their behavior. Importantly, the use of evidence to establish a community risk profile is an integral part of the strategy for selecting evidence-based interventions. Communities are invited to select the risk factors most important to stakeholders, a community activation strategy that leaves stakeholders in charge. Cluster randomized trials have shown increased levels of community commitment to prosocial involvement (a community-level outcome) and increased social skills on the part of youth,

among other positive benefits of the strategy. Although Communities That Care does not directly target maltreatment or the need for foster care, the intervention does serve as an example of what community stakeholders can do when they work together.

Research Questions, Data, and Methods

With the foregoing in mind, we set out to understand whether the presence of FSCs funded by the Allegheny County Department of Human Services can be linked to the number of maltreatment investigations in the areas where FSCs are located. The evidence we provide is organized around a set of interlocking research questions. We start by showing the overall rate of investigation. In this case we are using a count of first investigations for the years 2009 through 2013. By combining the count from individual years, we control for noise associated with year-to-year random variation in the number of initial investigations. To adjust for the size of the area, we use the count of children living in the area as of 2010 to compute the investigation rate per thousand children. We then turn our attention to the investigation rate and the characteristics of the areas. The questions we ask are:

- ▶ How is the investigation rate related to the level of social disadvantage?
- ▶ How is the investigation rate related to the presence of an FSCs?
- ▶ How are the investigation rate, the level of social disadvantage, and the presence of an FSCs interrelated?

Regarding the first question, we expect the investigation rate to be higher in areas with higher levels of social disadvantage. Our measure of disadvantage, which we describe in more detail below, incorporates a range of indicators including poverty, residential mobility, unemployment, household structure, and education level of the local population. The connection between investigation rates and social disadvantage is well established. Our analysis examines whether investigations and social disadvantage in Allegheny County follow the typical pattern.

The second question asks where FSCs are located. By design, leadership in Allegheny County located the FSCs in areas where need, measured at a population-level, is higher. Because FSC service areas are not always aligned with municipal boundaries, we had to construct FSC service areas from the ground up. To do this, we identified the geographical area served by each FSC and then aligned those service areas with tract-level census data from 2010, which were then aggregated to the FSC service area level. For areas without an FSC, we used standard neighborhood and municipal boundaries, as defined by the Department of Human Services. Once we were finished with this process, we were left with 192 areas, of which 55 were served by an FSC. The areas used in the analysis averaged about 1240 resident children, regardless of whether there was an FSC in the area.

The third question addresses whether areas with an FSCs have lower investigation rates than similar areas without an FSCs. For this analysis, we are looking for what might be called an upstream preventive benefit of having an FSCs in place, with the impact FSCs have on maltreatment investigations recorded at the community level. In the simplest terms, we expect lower rates of investigation in areas with an FSC because the FSC alters the balance of risk and protective factors at the community level such that communities with an FSC are less dependent on the front door of the child protection system as a mechanism of child protection.

The primary source of data for the study comes from the Allegheny County Department of Human Services. Using their administrative records, we calculated the number of maltreatment investigations by FSC and non-FSC area. Our counts included only first-ever investigations because our theoretical model asks whether the presence of an FSC reduces initial investigations. Subsequent investigations, though important, implicate the process and quality of the services provided by the child welfare system more broadly and represent a fundamentally different albeit crucial set of questions. Here, we are interested simply in whether the presence of an FSC and the number of initial investigations are linked.

To analyze the data, we added data about each area from the US Census. As discussed, we expect the number of investigations to vary by the level of social disadvantage. To measure social disadvantage, we combined multiple social indicators into a summary index. The indicators, which are linked to the risk of maltreatment (see, for example, Coulton, Korbin, Su, & Chow, 1995; Freisthler, 2004; Molnar, Buka, Brennan, Holton, & Earls, 2003), include:

- ▶ Percentage of children living in families with income below the poverty level
- ▶ Percentage of families headed by females
- ▶ Percentage of adults with less than a high school education
- ▶ Percentage of households without a vehicle
- ▶ Percentage of adults who are unemployed
- ▶ Percentage of families receiving public assistance
- ▶ Percentage of homes that are vacant
- ▶ The percentage of families renting their home

To compute the summary index, we ordered the areas by each indicator one-by-one and then divided the areas into quartiles (by indicator). We then assigned a rank score of one to areas with the lowest level of child poverty (bottom quartile), for example, and a four to areas with the highest levels (top quartile). A two or three was assigned to the areas in between. The rank scores were then summed across indicators and divided by eight (the number of indicators) to produce a summary index of disadvantage, with a range from one to four, with four representing areas having the highest relative levels of social disadvantage across all indicators. We refer to this index as the index of social disadvantage (ISD).

We analyzed the data with a fixed effect Poisson count model with variable exposure. Poisson count models estimate the expected number of events – investigations in this case – given the size of the population of children living in the area. Variable exposure simply refers to the fact that the size of the risk set – children living in each area – varies from one area to another. In this context, the count models, adjusted for the population of children, offer a number of advantages over standard regression models, as discussed more thoroughly in Osgood (2000).

Findings

Investigation Rates in Allegheny County

Figure 1 shows the investigation rate in Allegheny County for the years 2009 through 2013 inclusive. For the years from 2009 through 2012, the investigation rate declined from about 22 per thousand to 15 per thousand, a decline of about one-third. Between 2012 and 2013, the rate increased, but to a level that was still well below the level reported in 2009.

Figure 1: Number of First Maltreatment Investigations per 1,000 Children in Allegheny County: 2009-2013

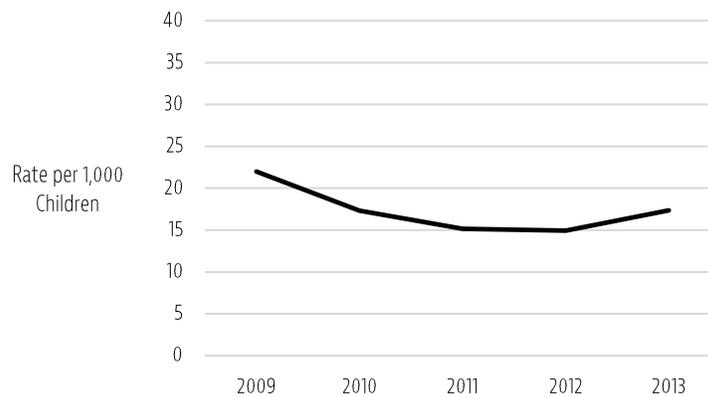
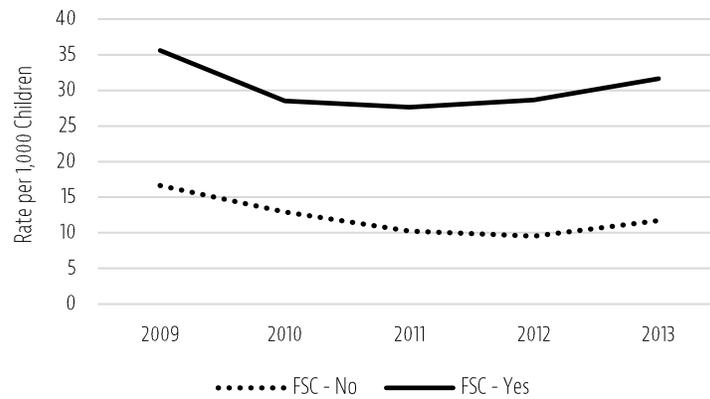


Figure 2 shows the same evidence for areas with an FSC (FSC – Yes) and those without an FSC (FSC – No). Trends in areas divided this way followed the same general pattern. Although investigations increased toward the later part of the time series, rates were still lower in 2013 than in 2009. In areas with an FSC, the initial rate of decline was a bit sharper between 2009 and 2010 than in areas without an FSC, flattened out earlier (2011-2012) before rising again between 2011 and 2013.

Figure 2: Number of First Maltreatment Investigations per 1,000 Children in Allegheny County by Family Support Center Location: 2009-2013



Where Are the FSCs Located?

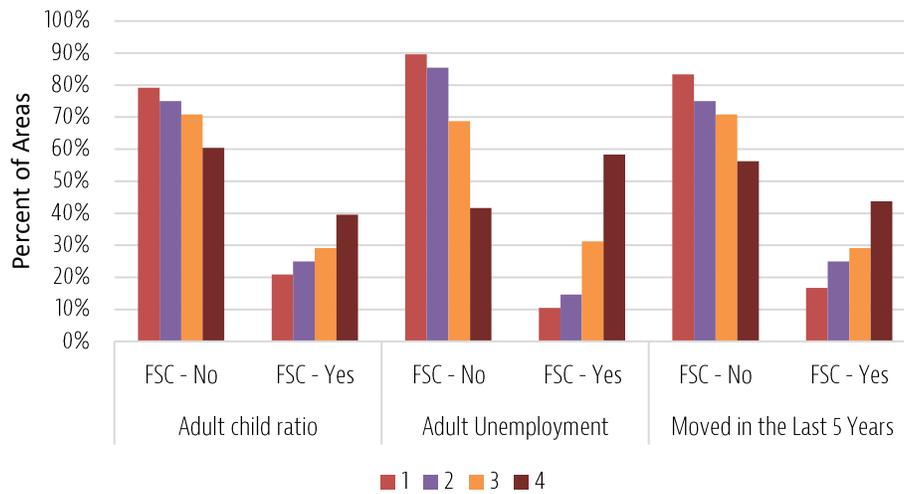
FSCs tend to be located in areas where, based on the overall level of social disadvantage, the need for those services is greatest. In the case of services for families with a risk of contact with the child welfare system, that means locating services in areas that have higher levels of need as measured by indicators of risk associated with CPS involvement, the need for preventative services, and placement into foster care. The literature suggests that these risks are multi-dimensional, with measures of income security, family/household structure, and social capital among the indicators scholars have used to isolate community-level risk factors (Coulton, Korbin, Su, & Chow, 1995; Freisthler, 2004; Molnar, Buka, Brennan, Holton, & Earls, 2003).

To demonstrate how FSCs are distributed across Allegheny County, we provide four pieces of evidence. The first three show the location of FSCs in areas organized into groups based on the child-adult ratio, the adult unemployment rate, and percentage of families that moved within the last five years. Each indicator is a risk factor that elevates the likelihood of contact with the child protection system. The fourth piece of evidence uses the index of social disadvantage (ISD) and the number of investigations in a statistical model to demonstrate how the number of investigations and the level of social disadvantage pinpoint where FSCs are located.

In total, there are 55 areas served by an FSC or about 28 percent of all areas. As expected, the location of FSCs is concentrated in communities with fewer adults per child, more unemployment, and more residential instability. For example, in Figure 3, areas are organized into four groups based on quartiles. The areas with the lowest child-adult ratios are in the first quartile (1) whereas areas with the highest child-adult ratios are in the fourth quartile (4). Areas are grouped in the same way for adult unemployment and residential stability (residents who moved in the last 5 years).

For each indicator, the likelihood an FSC will be found in an area rises with the quartile (i.e., 1 to 4). Among areas with the highest unemployment rates, 58 percent have an FSC (Adult Unemployment – FSC Yes). Of areas with the highest child-adult ratios, 39 percent have an FSCs.

Figure 3: FSC Locations by Social Indicator and ISD Quartile (1 through 4)



FSCs are also concentrated in areas with higher levels of residential instability. Eight FSCs are located in areas where residents are the least likely to have moved in the past five years. Twenty-one FSCs are located in areas with the highest rates of residential instability.

Although FSCs are concentrated in areas with higher rates of unemployment, FSCs are also found in areas with lower unemployment rates. The reason why has to do with the fact that areas are heterogeneous with respect to the underlying risks – areas with low unemployment may also, at the same time, have more families with less than a high school education. In other words, the indicators of risk are strongly but not perfectly correlated.

To better understand the location of FSCs, we used the summary index of disadvantage in a statistical model that considers the location of FSCs as a function of social disadvantage and the number of investigations. Reported in Table 1, the model results indicate that the odds of having an FSC increases as the index of social disadvantage rises and as the number of investigations increases. Of the two, social disadvantage is the more important factor. FSCs are not located in areas with the largest number of reports per se; rather, they are located where social disadvantage is greater.

Table 1: Location of FSCs by Investigation Rate and Social Disadvantage

Fixed Effect	Coefficient	Standard error	t-ratio	p-value	Odds Ratio	Confidence Interval
Intercept (FSC)	-0.93	0.23	-4.02	0.001	0.396	(0.251, 0.625)
Average # of Investigations	0.04	0.01	3.06	0.003	1.038	(1.013, 1.063)
Social Disadvantage (ISD)	1.94	0.32	6.06	0.001	6.937	(3.693, 13.029)

Investigations and Social Disadvantage

Evidence pertaining to the association between investigation rates and FSCs is contained in Table 2. The analysis asks whether, given the overall rate of investigation, trends over time (i.e., see Figure 2), and the level of social disadvantage,

areas with an FSC have a lower rate of investigation than areas without an FSC. The evidence is presented in a step-wise fashion, with each of seven different models showing how the investigation rate varies by place (social disadvantage) and time. In the final model, the presence of an FSC is treated as an intervention, with the expectation that areas with an FSC will have a lower investigation rate.

The first model looks only at the maltreatment investigation rate. In the context of a Poisson model with variable exposure, the event rate (ratio) measures how the event rate (the intercept in the model which is listed as the investigation rate in Table 2) changes as factors are added to the model (e.g., time and social disadvantage). For example, in Model 1 of Table 2, the investigation rate is 17.35, which is the identical to the weighted investigation rate computed over the five years of data.

Model 2 of Table 2 looks at the investigation rate over the five years. The first time variable – Time – measures the overall time trend. In this case, as seen in Figure 1, the overall trend is lower. The p-value, which represents the statistical significance, indicates that the investigation rate in each subsequent year (2010, 2011, 2012, and 2013) is significantly lower than 2009. However, the time squared variable is meant to judge whether the upturn in the investigation rate between 2012 and 2013 is significant (see Figure 1). The result indicates that, indeed, the upturn between 2012 and 2013 was a significant change in the overall pattern.

Models 3 and 4 examine the association between investigation rates and the presence of an FSC and social disadvantage, respectively. As expected, the presence of an FSC is associated with an increase in the investigation rate (Model 3), due in part to the fact that FSCs are located in areas where the investigation rate is higher. The impact of social disadvantage is shown in Model 4, which shows that social disadvantage is also correlated with significantly higher investigation rates. More specifically, each unit increase in social disadvantage raises the predicted investigation rate by another 2.32 investigations per 1000 children.

The next two models – Model 5 and Model 6 – expand the base models by adding time (Model 5) and time with social disadvantage (Model 6) to a model that considers whether the presence of an FSC is associated with lower maltreatment rates. For Model 5, the investigation rate and the event rate ratios associated with time and FSC are of the same order of magnitude when compared with Models 2 and 3. FSCs are associated with higher investigation rates; the time trend shows the overall reduction in investigation rates with an upturn at the end of the time series. However, in Model 6, with the joint effects of time and social disadvantage included, the impact of the FSC on investigation rates is washed out, once differences in the level of social disadvantage are considered. In other words, when areas with an FSC are compared with areas without an FSC, the investigation rates are similar provided the level of social disadvantage is considered.

Table 2: Poisson Count Model of Investigation Rates, Time, Family Support Centers and Social Disadvantage

Model Number, Investigation Rate, FSC, Time, and ISD	Coefficient	Standard error	t-ratio	p-value	Event Rate Ratio	Confidence Interval
Model 1						
Investigation Rate	2.85	0.01	413.13	0.001	17.35	(17.117, 17.587)
Model 2						
Investigation Rate	2.84	0.08	34.74	0.001	17.18	(16.946, 17.416)
Time	-0.44	0.04	-10.12	0.001	0.64	(0.611, 0.673)
Time Squared	0.06	0.01	10.57	0.001	1.07	(1.057, 1.074)
Model 3						
Investigation Rate	2.76	.01	37.09	0.001	15.85	(15.622, 16.087)
FSC	0.91	0.01	6.79	0.001	2.49	(2.425, 2.560)
Model 4						
Investigation Rate	2.78	0.04	75.36	0.001	16.20	(15.956, 16.445)
Social Disadvantage (ISD)	0.84	0.04	22.43	0.001	2.32	(2.288, 2.359)
Model 5						
Investigation Rate	2.75	0.07	37.13	0.001	15.70	(15.466, 15.931)
FSC	0.91	0.13	6.79	0.001	2.49	(2.425, 2.560)
Time	-0.44	0.04	-10.12	0.001	0.64	(0.611, 0.673)
Time Squared	0.06	0.01	10.57	0.001	1.07	(1.057, 1.074)
Model 6						
Investigation Rate	2.77	0.04	74.11	0.001	16.02	(15.771, 16.265)
FSC	0.02	0.07	0.24	0.807	1.02	(0.986, 1.051)
Time	-0.44	0.04	-10.12	0.001	0.64	(0.611, 0.673)
Time Squared	0.06	0.01	10.57	0.001	1.07	(1.057, 1.074)
Social Disadvantage (ISD)	0.84	0.04	20.52	0.001	2.31	(2.270, 2.352)
Model 7						
Investigation Rate	2.76	0.04	74.74	0.001	15.84	(15.597, 16.095)
FSC	0.76	0.27	2.84	0.005	2.15	(1.901, 2.423)
Time	-0.44	0.04	-10.12	0.001	0.64	(0.611, 0.673)
Time Squared	0.06	0.01	10.57	0.001	1.07	(1.057, 1.074)
Social Disadvantage (ISD)	0.91	0.05	19.12	0.001	2.49	(2.435, 2.541)
FSC x ISD	-0.24	0.08	-2.83	0.005	0.79	(0.757, 0.817)

The final model – Model 7 – tests whether ecologically similar areas (i.e., the same level of social disadvantage) have different investigation rates if there is an FSC present. These results show that time trends are consistent with prior models showing a decline in investigations followed by a modest increase coinciding with 2012 and 2013. The model also shows a significant difference between areas with and without an FSC, provided the interaction between FSC location and the level of social disadvantage is included. This last term (FSC x ISD) is analogous to a treatment effect. In areas with an FSC, investigation rates were, on average, lower than in areas without an FSC during the period from 2009 to 2013.

Summary

There is considerable interest in whether FSCs influence the risk of maltreatment. The reasons why are obvious: maltreatment has a profound effect on the well-being of children across a range of developmental domains. Strategies that prevent maltreatment in the first instance are one way to mitigate the pernicious effects of maltreatment.

In this paper, we set out to draw a line connecting the presence of FSCs and maltreatment investigations. FSCs in Allegheny County are, by design, located in areas with elevated levels of social disadvantage. Nevertheless, as deployed in Allegheny County, FSCs are located in ecologically diverse areas. We used this fact to test whether similar areas, with and without FSCs, have different investigation rates per 1,000 children. We found that areas within Allegheny County served by FSCs had fewer maltreatment investigations once the level of social disadvantage and population size were considered.

Before drawing the findings together in summary form, it is important to note the limitations of an observational study. First, maltreatment investigations are at best an indirect measure of maltreatment. Once an investigation starts, the Department of Human Services has to determine whether a finding of abuse and neglect is warranted. We did not consider substantiated allegations of maltreatment, in part because once an investigation is launched, the involvement of the child welfare agency becomes another, albeit important, source of variation. In the long run, though it was outside the scope of this study, it will be important to understand the interaction between FSCs and the work of the child welfare agency in those same areas. We also did not examine the effect of FSC-delivered services on families and children involved in maltreatment investigations. For example, if served by an FSC following a maltreatment report, do families have lower reporting or recurrence rates? These are important questions and the answers would provide a decidedly more comprehensive assessment of where family support services fit along the continuum of child welfare services. Finally, the results of observational studies provide relatively weak evidence of impact when compared with experimental or quasi-experimental designs. In the case of FSCs, random assignment of FSCs to areas stratified on need would yield more compelling evidence of impact. We return to this point later in the summary.

With those important limitations in mind, the findings align with what one would expect, given the presumed benefits of FSCs in the context of the communities where they are located. Theories that weigh the effects of context on individual-level risk suggest that lifestyles are affected by community assets and structures. If FSCs, by their presence, strengthen the mechanisms of collective efficacy, then one can imagine that fewer families will find themselves over the line that separates families prompting a maltreatment investigation from those that do not. In this model, individuals need not receive a service in the traditional sense to derive a benefit. Rather, by altering the patterns of interaction and sense of connectedness, families may feel supported by their community and the assorted assets found there. If so, this would be one way an upstream preventive effect manifests itself. Members of the community find it isn't necessary to call the child welfare agency because fewer families step over that particular line.

Of course, beyond their mere presence, we have said little about what it means to have an FSC within the boundaries of a community. The FSCs in Allegheny do not approach service delivery in a uniform way so inferences about the precise nature of their work and the impact on collective efficacy, if that is the mechanism at work, are hard to make. It is also true that lower investigation rates alone are not an indication that children are doing well or that the effects of social disadvantage are somehow mitigated. Broad notions of child welfare, in a developmental sense, require a range of

community assets – i.e., day care, schools, and health care – to raise children who will go on to be fulfilled members of their community. Nevertheless, if what we call the child welfare system has a role to play in the positive development of children, then the findings from Allegheny County provide a basis for optimism along with a rationale for further investment. The investments, though, have to be matched to a thoughtful evidence-building strategy. First, careful attention has to be paid to how FSCs link to an upstream preventive effect. How exactly are FSCs expected to improve collective efficacy, if that is the mechanism? If that is not the specific mechanism, how then do FSCs touch families before they slip closer to the line that leads others in the community to call the child welfare system? There are myriad ways FSCs might affect community dynamics and support families. It is important to articulate how that happens so that investments in families through the FSC can be targeted with greater precision.

With a theory that explains why FSCs are expected work in hand, it will be important to test implementation using more rigorous designs. Random assignment at the neighborhood level would be a good starting point, particularly if neighborhoods are stratified on measures of collective efficacy prior to implementation. It is one thing to leverage strong, pre-existing community assets and another to place FSCs in communities with fewer assets at the outset. It may simply be that for FSCs to be effective, their placement depends on a set of pre-existing community assets that are in a sense activated by the FSC.

FSCs harken back to the days when settlement houses provided a gathering place where members of the community could strengthen their social ties. Durham Connects and Communities That Care (Daro & Dodge, 2009; Dodge, Goodman, Murphy, O'Donnell, & Sato, 2013; Kim, Gloppen, Rhew, Oesterle, & Hawkins, 2015), as examples of well-studied interventions built around similar ideas, lend credibility to the idea that communities play a vital role in protecting children. The experience in Allegheny County, which builds on that tradition, provides a framework for considering future investments along these same lines, especially when paired with a strong theory of change.

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Kansas Children's Service League (KCSL) is a statewide private, non-profit, 501(c)3 serving children and their families. We are the Kansas Chapter for Prevent Child Abuse America. KCSL works to create, repair and restore healthy parent-child relationships which are the foundation of a strong family. This work fosters long term positive impacts on all Kansans, not just those we serve directly.

Our work with children and families improves school readiness now so that graduation rates improve in the future. We help families succeed now to be better parents and better employees. We are creating a stronger, more resilient and educated workforce for the future of Kansas. The progress made now reduces future crime and incarceration, breaking a destructive cycle. This improves prosperity and success for all Kansas communities.

A growing body of research shows that economic and concrete supports for families are an effective strategy in preventing child abuse and preventing children from being placed in foster care, a much costlier intervention. Concrete supports include access to rent and utility assistance, food, and clothing as well as access to economic assistance programs like TANF. Financial supports for families are effective in improving economic mobility. As we recover from the pandemic in Kansas it is important to remember that some of the hardest hit families were families who are paid low wages.

Family Resource Centers (FRC's) have been proven to be effective in supporting families who are struggling financially. These are readily accessible in local neighborhoods, schools, and communities and serve as a hub for support, information and opportunities to support families. Currently KCSL is working with the National Family Support Network and we have secured the ability to be a part of the national network. As a part of the national network, Kansas will receive technical assistance and support in helping local communities establish FRC's. The national network will allow Kansas to take advantage of peer learning, mentors from other states, webinars and access to trainings. Many communities in KS have expressed interest or are in the process of establishing FRC's including Emporia, Lawrence, Marysville, Pittsburg, and Topeka. Most frequently FRC's provide services in the areas of parenting support, access to resource, child development activities, and parent leadership development.

At FRC's families have access to a professional who can help access and navigate the resources in the community which will best support them in achieving their goals as a family. An investment into local communities interested in establishing these centers has potential to have long-term benefits for KS communities. States which have implemented a network of FRC's have achieved:

- 63% reduction of child abuse cases
- 50% reduction in out of home placements
- Gains in economic self-sufficiency, health, social support and family functioning

Your initial investment of \$3,750,000 with an average start-up of \$150,000 would allow Kansas to open 25 Family Resource Centers.

Thank you for your time today.

Gail Cozadd, CEO
785-215-6401
gcozadd@kcsl.org

Federal Funding and Family Resource Centers

While there is no dedicated federal funding for Family Resource Centers, states, counties, and individual programs have accessed, leveraged, and braided funds from various federal funding streams to support them.

The federal funding sources that have been used to start up new FRCs are:

- Community-Based Child Abuse Prevention (CBCAP)
- Community Collaborations to Strengthen and Preserve Families
- Preschool Development Grant Birth through Five (PDG B-5)
- Title IV-B, including Promoting Safe and Stable Families.

Federal funding streams that have been used to enhance the work of existing FRCs include the above as well as:

- Community Services Block Grant (CSBG)
- Early Head Start
- Maternal, Infant, and Early Childhood Home Visiting Program (MIECHV)
- Preschool Development Grant Birth through Five (PDG B-5)
- Social Services Block Grant
- Supplemental Nutrition Assistance Program Employment & Training
- Temporary Assistance for Needy Families (TANF)
- Title IV-B, Kinship Navigator
- Title V, Children with Special Health Care Needs
- Workforce Innovation & Opportunity Act (WIOA)



NATIONAL
Family Support
NETWORK

Funding Family Resource Centers

Family Resource Centers (FRCs) are highly economical and cost-effective means of supporting families. Research has shown that they yield a \$4.93 Social Return on Investment for every dollar invested.¹

FRC budgets vary across the country in relation to local costs of living, specific programming, and physical space.

- A typical community-based New Jersey Success Center has an annual budget of \$240,000 to \$300,000 with 3-4 full-time staff.
- A school-based FRC in Kentucky has an annual budget of \$33,000-\$82,000 with 1-2 full-time staff and space and other resources provided in-kind.

FRCs are primarily funded by state, county, and municipal governments. Foundation, corporation, individual donors, and in-kind support are also leveraged.

¹ Community Services Analysis LLC. (2014). Social Return on Investment Study





**Testimony to the SPARK Executive Committee
On the Distribution of American Rescue Plan Act Funding
November 15, 2021
The Greater Kansas City Chamber of Commerce**

The Greater Kansas City Chamber of Commerce (KC Chamber) urges the SPARK Executive Committee to look favorably on strategies and priorities that best ensure a robust and inclusive recovery for the state of Kansas. The KC Chamber, representing nearly 2,000 businesses and 300,000 employees and its Board of Directors, have identified economic recovery from the COVID-19 Pandemic as its top priority. As we work to rebuild communities devastated by the pandemic and position our region for long-term economic growth, the KC Chamber asks Kansas to invest in: increased broadband access; workforce solutions to existing issues; and business development opportunities in underserved communities.

To both recover and rebuild, the KC Chamber believes it is critical that the SPARK Executive Committee consider using funds from the American Rescue Plan Act (ARPA) to improve broadband access. Remote work and schooling were incredibly challenging for those both in the Kansas City region and across the state of Kansas by the lack of quality broadband access. As technology becomes more permanent and persistent in our daily lives, the KC Chamber will continue to advocate for funding and strategies to increase broadband access and affordability.

With over 91,000 jobs currently unfilled in the greater KC area, it is clear the pandemic greatly amplified existing workforce issues in our region, including a severe lack of childcare, transportation, and skilled training opportunities. The KC Chamber believes that ARPA investment into these three needs would significantly improve the workforce challenges that our employers and employees face. Specifically, the KC Chamber has been working on two projects with regional partners aimed at addressing these issues: a “jobs portal” program that maps jobs, childcare facilities, and transit lines for those looking for work; and a skilled training education campaign to promote skilled jobs to students as a viable career choice. The KC Chamber would be happy to follow up on either of those projects if the SPARK Executive Committee is interested to learn more.

The pandemic also showed that there was gap between business that needed assistance the most and financial lenders able to provide aid. While the Paycheck Protection Program (PPP) was lifeline for hundreds, even thousands of businesses across the region and state, it also showed that there was large disconnect between those lending PPP and businesses in most need of it, particularly minority and women owned businesses in underserved communities. Of the applicants that reported data to the SBA, 71% of all PPP loans went to white-owned businesses. In Kansas City specifically, majority-white populated areas received loans at 1.7x the rate of majority-Black areas. Directing ARPA funds, specifically State Small Business Credit Initiative (SSBCI) funding, to increase lending capacity through organizations such as community development financial institutions (CDFIs) would increase capital access to the businesses that were most harmed by COVID-19.

The KC Chamber thanks you for your time and consideration of these data-informed recommendations on the distribution of ARPA funding. We stand ready to serve as a partner and resource as the SPARK Executive Committee considers way to ensure an equitable recovery from COVID-19.

Adam Timmerman
Project Manager, Public Policy
The Greater Kansas City Chamber of Commerce

Mental Health Services and Tools Request for Investment

LeEtta Felter <lefelter@yahoo.com>

Sun 11/14/2021 1:01 PM

To: SPARKTaskForce <SPARKTaskForce@ks.gov>

EXTERNAL: This email originated from outside of the organization. Do not click any links or open any attachments unless you trust the sender and know the content is safe.

November 12, 2021

LeEtta J. Felter

[14220 S Copper Creek Drive](#)

[Olathe, KS 66062](#)

LeFelter@yahoo.com

(913) 486-7809

Honorable Members of the Spark Committee,

Thank you for the work you are doing to help Kansans through these challenging times. I am grateful for the opportunity to provide testimony to encourage strategic investment in mental health services and in effective mental health tools to help identify the most at risk Kansas children and youth.

The Olathe School District is the second largest district in the state of Kansas, with nearly 30,000 students. As the longest serving member on the current Olathe Public Schools Board of Education, I have witnessed the complexities that districts are experiencing due to the ever increasing mental health needs and the limited resources available for our children and youth. When I speak to our teachers at every grade level the number one issue they are facing is classroom behaviors and extremely complex student mental health issues. A kindergarten teacher at Brougham Elementary said it best, "It seems like every student is behaving as if they have experienced trauma during this pandemic." The growing unmet need will most certainly negatively impact academic achievement, and the stress and strain it is placing on our teachers is unsustainable.

In these unprecedented times, Kansas youth are struggling with mental health issues and an increasing risk of suicide. The 2021 Care Survey showed that 22,000 youth showed feelings of sadness and hopelessness, trending towards ever increasing mental health complications. Psychological distress among our students range from anxiety, depression and stress to suicidal ideation and significant mental health disorders. Throughout the COVID-19 pandemic Kansas has experienced higher rates

of depression, increased feelings of isolation, pervasive apathy, and escalating anxiety in teens and children. The growing demand for, and strain on our mental health services is being felt throughout our state.

Limited mental health resources, especially inpatient psychiatric services, has bogged down the healthcare system with at risk youth regularly spending days in emergency departments waiting for access to mental healthcare.

Kansas cares for kids! We have a rich heritage of investing in the most vulnerable Children in Kansas through the Kansas Children's Cabinet and Trust Fund. As a current member of the Kansas Children's Cabinet I am extremely proud of the work we do. We have tracked the measurable and sustained impact that strategic investment has on the lives of the most vulnerable Kansans.

I am writing to ask that you strategically invest some SPARK funding to increase mental health service availability and into tools to help with early intervention. One tool that is worthy of your consideration is VIBE (Virtual Interactive Based Education). VIBE is a technology based screening tool that helps schools understand the social, emotional and behavioral health of PreK-12 students, creating a "whole-child" view with data gathered daily to allow schools to be proactive in addressing individual needs and to deploy early interventions.

<https://vibeinteractive.org/>

Early detection and identification of mental health needs is only one part of the equation. We simply must make mental health services a priority in Kansas. Please do what you can to help increase the accessibility to mental health services throughout Kansas.

I thank you for your consideration, and thank you again for investing your time and effort by serving on SPARK.

Sincerely,

LeEtta Felter

PIPER USD 203

3130 N. 122nd St. | Kansas City, KS 66109

p. 913.721.2088 | f. 913.721.3573 | www.piperschools.com



To Whom It May Concern:

I am writing this testimonial as an extremely concerned educator in addressing the social-emotional and mental health needs of the Early Children-12th Grade Students that in which I am entrusted to prepare for their future post high school graduation.

In our school district, we conduct a social and emotional student survey three times per year. From this fall's assessment we have received extremely concerning information from our students:

- 36% of our secondary students state they have had suicidal ideation in the last month
- 35% of our secondary students state they have a detailed plan ready to carry out suicidal ideations
- 32% of our secondary students state they have attempted suicide in the last year
- 64% of our 3-12th graders state they have feelings of anxiety and have no adult support
- 60% of our 3-12th graders state they feel isolated and alone and do not feel they belong

In addition to this quantitative data, I have qualitative data to share as well as it relates to our students who entered our Early Childhood program this fall. This fall I have witnessed the most concerning behaviors of our 3- and 4-year general education students that I have ever experienced in my 26 years as an educator. The crying, hitting, eloping, and general fits of bad behavior have caused several of my most veteran educators to consider quitting. It is not the lack of academic concerns we have for these students, but rather, the basic social behavior and self-regulatory skills lacking in our youngest clients is of grave concern.

For all of our students, the last 18 months of dealing with the trauma of COVID-19 with experiences such as isolation, lack of structure, parental loss of employment and income, loss of school SEL and mental health resources and a myriad of other factors have not only produced gaps in learning but also gaps in developmentally appropriate behavior and social skills. Our students report feeling anxious, irritated, depressed, and lost. They turn to drugs, alcohol, and other at-risk behaviors to self-medicate.

Additionally, our adult staff members are suffering as well. They report the same feelings of anxiety, hopelessness, despair and fatigue, while at the same time trying to provide both academic and SEL supports to their students and their families. They feel lost and unrightfully blamed by society for the struggles of the students in which they serve.

Our schools are in crisis and need supports and interventions that quite frankly, our state-funded budgets just cannot provide. As the leader of our school district, it is overwhelming to know that our students are suffering both academically and emotionally and find myself unable to provide the supports they need. It is defeating to know that our staff is hurting and yet the minimal SEL and mental health supports I can offer must be first geared to meeting the needs of the students. This is the time that our staff and students need supports the most.

Respectfully,

Jessica Dain, Ed.D
Superintendent

**John Bakarich, III ~ Larry Beashore ~ Ashley Biondi ~ Kim Brown ~ Desiree' Fergus ~ Theresa Fisette ~ Jeb Vader
Dr. Jessica Dain, Superintendent of Schools**

PIPER USD 203

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SALINA, KS 67401
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November 30, 2021

Spark Task Force

Dear members,

First, thank you for taking on this important task of deciding the needs for the future of Kansas. The effects of the COVID-19 pandemic have left a path of destruction incomprehensible to most Kansans. The loss of life alone is frightening, but as most senior citizens in Kansas understand the people of Kansas will endure and thrive despite our plight. They have lived through much worse than most of us and know we will come out of this with strength and resolve to live free.

I appreciate the opportunity to address this task force on the needs of Kansas education and workforce development. As many can attest, the new workforce must be trained differently than what our state focused on for so many decades. We certainly need highly educated and trained workers to thrive in our global economy and our educational system needs an injection of new thinking. We have developed a system of secondary and postsecondary education that values the inputs of enrollment numbers and output of degrees earned as a metric of success. The emphasis on such metrics has resulted in our state having a void of workers who will populate our rural towns and even our metropolitan areas as workers leave for other states.

The SPARK task force should invest in a system of education and training that will keep Kansans here and grow our communities. The emphasis on education that results in growing Kansas jobs and retaining the talent to grow our economy is the only viable solution. Kansas can become a diverse economy through strategic investment in programs like advanced manufacturing and IT that bring jobs within the state.

Imagine investing in the sector of higher education that has the highest graduation rates of any postsecondary category, Technical Colleges. These colleges are growing faster, graduating higher rates of students, returning the investment faster, and keeping Kansas kids in the state more than every other postsecondary option available. These colleges do not have taxing authority like community colleges to invest in infrastructure to grow programs and train a workforce to remain in Kansas. Investment in supporting the infrastructure needs of technical colleges will result in greater retention of people and workers in Kansas than any other option you can think of.

Sincerely,

A handwritten signature in black ink, appearing to read "Gregory A. Nichols".

Lyndon USD #421

421 East 6th Street PO Box 488
Lyndon, KS 66451
Phone: 785-828-4413
Fax: 785-828-3686



To Whom It May Concern:

I am writing this testimonial as an extremely concerned educator in addressing the social-emotional and mental health due to COVID. We are seeing alarming high rates of absenteeism from Pre-K through 12th grade. Many times, this is related to social-emotional issues not only with the student but their entire family. Our district tests students three times per year concerning social-emotional health. The data is scary. Students report twice as much anxiety regarding school. Reasons range from concerns about getting COVID to feelings of being overwhelmed with declining academic progress. Students know they are behind in the classroom. Many students do not handle this well. Unfortunately, we have had a student drop out and increased suspensions regarding vaping. We did not have any of these issues before COVID. We feel the status of student's social health is the reason. We see increased temper-tantrums with our three to five-year olds. Screaming, hitting, crying, etc. Again, we feel COVID is the reason.

The adult staff is suffering as well. Most feel they are failing as educators as test scores are down. Their jobs are also more difficult as classroom discipline is becoming a challenge.

The administration team feels we are losing the battle to get a firm grip to help our students academically, socially and emotionally. School districts across the state need as much help as possible to move past the damage COVID has caused.

Sincerely,

A handwritten signature in black ink, appearing to read 'B. Marcotte', with a long, sweeping horizontal line extending to the right.

Brad Marcotte

Brad Marcotte, Superintendent: marcotteb@usd421.org
Teresa Fitch, Board Clerk: fichtt@usd421.org
Teresa Martin, District Secretary/Board Treasurer: martint@usd421.org
Follow us on Facebook @ Lyndon USD 421, twitter @LyndonHSTigers, or webpage www.usd421.org
IT'S A GREAT DAY TO BE A TIGER!

Written Testimony for Swope Health and the KCK Downtown Education, Health and Wellness Center Campus (DEHWC) Campaign

Contacts:

Jeron Ravin, JD, President and CEO, Swope Health, 816-599-5550, jlavin@swopehealth.org

Angela Smart, Executive Director, Swope Health Foundation, 816-217-4815, asmart@swopehealth.org

The team at Swope Health respectfully submits the following input to prepare proposals for the most effective statewide distribution of ARPA funds in Kansas. We appreciate the opportunity to advocate for investment in downtown Kansas City, Kansas, where economic development has lagged behind the western half of Wyandotte County. The health outcomes in KCK are among the lowest in the state and Swope Health is ready to help implement permanent change for Kansans by investing with our partners in the new KCK Downtown Education, Health and Wellness Campus, a once-in-a-generation project that will require state investment to be successful. State support will be a vote of confidence in the project and will open doors to greater Unified Government and philanthropic support.

At Swope Health, the largest federally qualified health clinic (FQHC) in the Kansas City metropolitan area, we serve 45,000 people annually on both sides of the state line and we continue to partner and emphasize growth in Wyandotte County. Driven by a new President and CEO, Jeron Ravin who joined Swope just prior to the pandemic, we responded to the dramatic needs facing Kansas families due to COVID-19, from meeting the demands for testing and vaccinations, to primary care for the sick, and behavioral health services for those who experienced myriad loss during the pandemic.

The COVID-19 pandemic continues to challenge the community health landscape but it reinforces the need in Kansas for access to quality care, the need for strong systems for whole-person care, and the need for people trained for many types of healthcare-related jobs. The proposed KCK Downtown Education, Health and Wellness Center is born from these needs in eastern Wyandotte County. The synergistic, community partner approach with a joint effort among KCKCC, the YMCA, Wyandot Behavioral Health Network, the KCKPS, Community America Credit Union and Swope Health will enable us to work together toward a common goal. This goal is permanent systems change in downtown KCK, where one project can directly solve many issues facing people who live in and around downtown. These issues include the need to improve not just healthcare delivery but also to improve the social determinants of health for Kansans, from access to healthy food and exercise, to more robust education opportunities to a strong economy with jobs paying decent living wages.

Swope Health is not just *qualified* to drive systems change in KCK, we are *ready* for change. We are ready to grow to serve more patients in Wyandotte County where Swope Health has 22 years of experience. We are connected to the patients we are already serving; we understand the day-to-day hardships they face. In Wyandotte County, Swope Health served just under 7000 patients in 2020, through 16,800 visits for primary care, dental and behavioral health care at two sites, our Wyandotte clinic at 21 n. 12th Street and our Swope Health West clinic at 4835 State Avenue.

We plan to grow our services in our new downtown location as a community partner in the KCK Downtown Education, Health and Wellness Center. This new building will be a catalyst for Swope

Health to offer not just a superb new health clinic location for an estimated 5000 new patients but will also create at least 20 new jobs. Specific goals for the project include:

- Swope Health commits to hiring at least 50% of employees from KCK
- We commit to hiring at least 50% of employees who are bilingual
- Within a clinic setting, Swope will bring innovative education services, including:
 - o Formalized, experiential learning through programming and internships for many levels, from medical and nursing students to high school juniors and seniors
 - o Development of structured, specific curriculum
 - o In partnership with KCKCC, Donnelly, USD 500, KU Med Center, and UMKC
 - o In partnership with synergistic partners: WBHN and YMCA
 - o Students gain practical experience and real world exposure which can translate into an interest to work in community health

We ask you to put the KCK Downtown Education, Health and Wellness Center at the “top of the list” strengthening education, healthcare and economic development priorities in Kansas. The total project will cost \$70 million. Swope Health has committed \$1 million toward the \$8 million Swope must raise in terms of our share of the total project cost. With our partners, we are asking for consideration for \$30 million in state funding. With this level of support, we could break ground and show significant progress if not completion during Governor Kelly’s administration.





We as stakeholders must strengthen the education and health community in our ability to leverage data in managing the social-emotional and mental health of individuals and communities. We have to do this in order to predict, prevent, detect, and respond to behavioral threats and achieve quality of life essentials. We needed this ability before the pandemic; it became imperative during the pandemic; and we assuredly need it after this pandemic--to better assess, serve and enhance the lives of individuals.

Individual data, whether personally derived or gathered in a clinical setting, is but one type of data that feeds into the larger picture. During the current crisis, the lack of comprehensive knowledge yielded uncertainty in how to best respond, particularly with regard to closing/reopening schools and businesses, managing hospital capacity, patient care protocols, and distributing resources such as mental health care.

The missing link is a behavioral-data ecosystem that is founded on models, analytics, and visualizations that fuel data-driven decisions for education and mental health. The education and mental health industry must apply a service-based solution to develop a comprehensive data ecosystem—a holistic, requirements-driven, risk-based approach in contrast to today's reductionist and siloed approach to behavioral health data. A data ecosystem of disparate fit-for-purpose systems will capture, analyze, and, where appropriate, distribute data and information across the ecosystem's constituent systems.

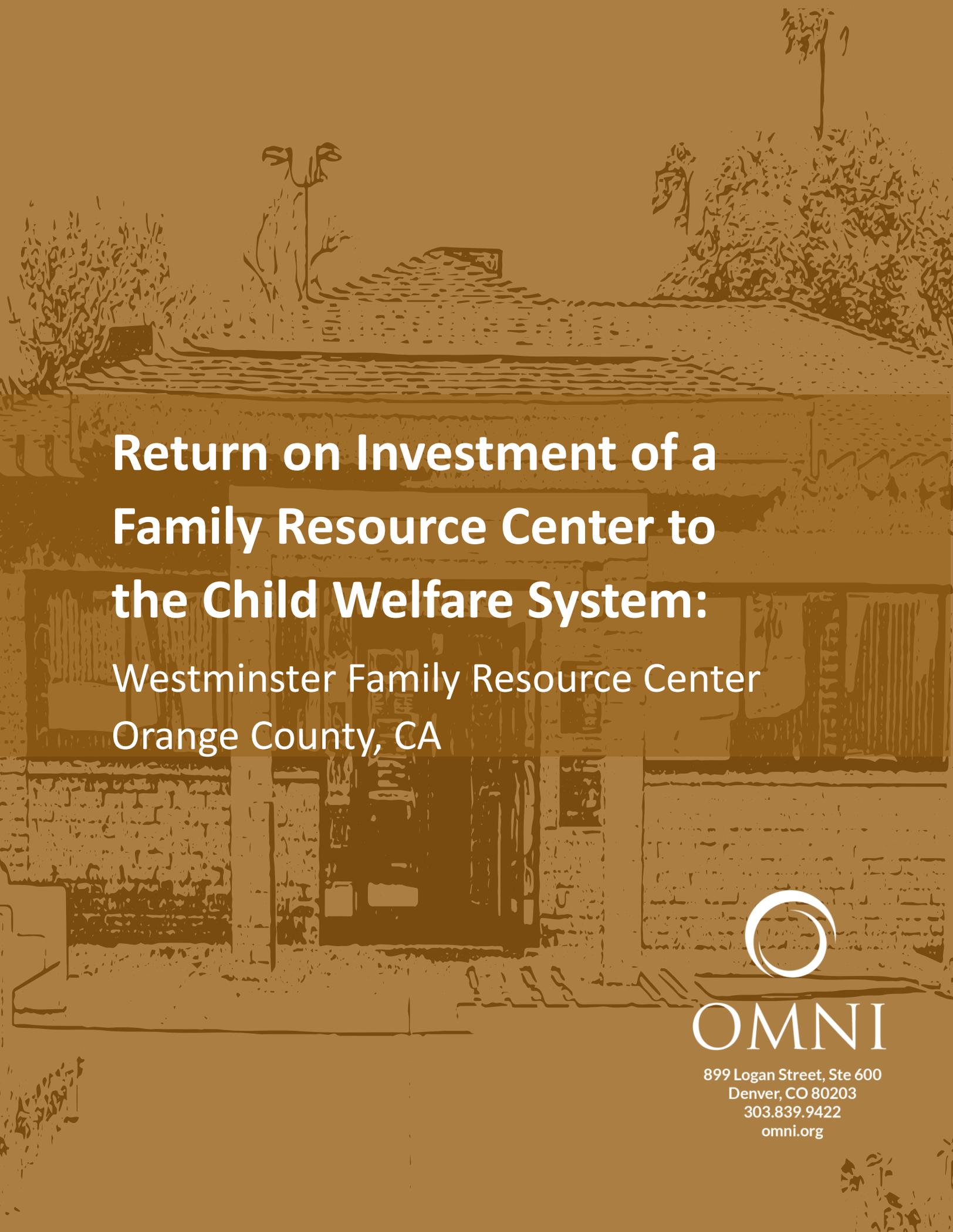
A health-data ecosystem with security and privacy requirements designed from the start that continuously and efficiently collects and distributes timely, accurate, and comprehensive data among interdependent entities (schools, community organization, 4-H, Scouts) spanning all levels of society, will leave our Kansans better prepared to tackle behavioral health. Uniting to build an open digital behavioral health ecosystem of data, algorithms and insights provides actionable evidence between education, society, mental health and the economy.



By connecting disparate systems through this ecosystem, stakeholders benefit from the emergence of capabilities that would otherwise not exist if these constituent disparate systems were left as siloed entities. The ecosystem is not something that just “gets switched on” at a time of crisis; rather, it is always operational, managing data associated with other risk factors that have global ramifications, such as anxiety, depression and suicidal ideations.

Fundamentally, this education and health-data ecosystem serves as the basis for a robust, resilient system that continuously allows stakeholders to operate at the highest levels of efficiency and safety. Similarly, this infrastructure provides input forecasting and prediction models needed to enable decisions in the real world, allowing us to focus on evidence based models that adapt to operational realities. At the institutional level, the ecosystem would enable a wide variety of educational and health sector stakeholders to effectively and efficiently manage care, safety, and quality of life from early childhood to adulthood.

Data has the tremendous potential to be used as a powerful resource. This will only happen if governments, the private sector, academics, citizens and other stakeholders work together to match the policy needs. VIBE’s digital ecosystem provides a well-designed infrastructure to facilitate data exchange, processing and visualization.



Return on Investment of a Family Resource Center to the Child Welfare System:

Westminster Family Resource Center
Orange County, CA



OMNI

899 Logan Street, Ste 600
Denver, CO 80203
303.839.9422
omni.org

Return on Investment of a Family Resource Center to the Child Welfare System

Westminster Family Resource Center, Orange County, CA

Submitted to:

Andrew Russo, Executive Director
National Family Support Network
Initial Submission - August 2021
Minor Updates - October 2021

Authors:

Sara Bayless, Melissa Richmond, Elaine Maskus, and Julia Ricotta

For More Information:

Project Code NFSN21; projects@omni.org

Acknowledgements:

This study was developed by OMNI Institute, in partnership with the National Family Support Network (NFSN) and Casey Family Programs (CFP). We thank NFSN and CFP for supporting this project with funding and technical advice. We also thank the City of Westminster, Orange County Social Services Agency, Charitable Ventures, and Catherine Roller White Consulting for their cooperation in producing this report.

Suggested Citation:

OMNI Institute (2021). *Return on Investment of a Family Resource Center to the Child Welfare System: Westminster Family Resource Center, Orange County, CA*. Submitted to National Family Support Network, Washington, D.C.

Background and Importance

Family Resource Centers (FRCs) are welcoming hubs of support, services, social connection, and opportunities for families that work with them utilizing a strengths-based, family-centered, multi-generational approach.ⁱ Resources available through FRCs range from basic needs (such as food pantries and utility assistance) to parenting classes, peer support, family development, leadership development, and more. FRCs meet families where they are, help them build on their strengths, and connect them to resources so that they can sustainably meet their needs. There is evidence that FRCs generate economic returns to the community; a 2014 analysis found that the Alabama Network of FRCs provided a return on investment of \$4.93 per dollar spent to the State of Alabama.ⁱⁱ These encouraging findings suggest that services provided across a network of FRCs have cost-saving implications at a state level.

FRCs play a key role in preventing child abuse and neglect. Child maltreatment is a pressing issue in the United States with far reaching effects for both individuals and systems.ⁱⁱⁱ Child maltreatment affects at least one in seven children in the United States annually,^{iv} and in 2015 the estimated cost of child abuse and neglect across the country was \$428 billion.^v Child maltreatment can have devastating effects on an individual's mental and physical health, and can also have far-ranging social and systemic impacts, including criminal justice, healthcare, education, and lifetime productivity costs. These broad impacts are estimated to cost society \$268,544 over the course of an individual's life.^{vi} Reducing child maltreatment not only benefits children, families and communities but also has the potential to save the country billions of dollars and allow for investment in other areas of need.^{vii}

FRCs often partner with local child welfare jurisdictions to prevent child maltreatment across the child welfare continuum, from providing primary prevention services to serving families who have been screened out of child welfare^{viii} to supporting families with open child welfare cases and post-reunification.^{ix} The majority of child maltreatment cases include neglect^x that often results from challenges accessing key resources such as food, clothing, shelter, medical care, or supervision.^{xi} A core FRC service is connecting families to these vital resources in their communities. Studies have found that FRCs increase protective factors for children's safety^{xii} and that programs delivered by FRCs can reduce subsequent family involvement in the child welfare system.^{xiii} Studies estimating the return on investment of FRCs to local child welfare systems would help advance our understanding of the important role that these community-based services play for families. Additionally, such studies can provide a more granular understanding of how the return on investment is realized within this particular sector.

The National Family Support Network (NFSN) is an organization made up of statewide networks of FRCs that aims to promote positive outcomes for all children, families, and communities by leveraging the collective impact of state networks and championing quality family support and strengthening practices and policies. Currently, 33 states and the District of Columbia have networks that include over 3,000 FRCs.^{xiv} NFSN advances the family support field by convening member networks and facilitating knowledge-sharing; promoting Family Support best practices and evaluation; and raising the visibility of how FRC networks support families across the U.S. In 2020, with support from Casey Family Programs, NFSN contracted with the OMNI Institute to explore opportunities to leverage existing research, evaluation, and/or data to quantify the economic return on investment that FRCs provide to local child welfare systems.

Between December 2020 and January 2021, OMNI and NFSN reached out to NFSN member networks and reviewed existing evaluations of FRCs to identify potential opportunities that could serve as return on investment case studies. Through this process, OMNI explored five potential options and ultimately identified two cases that met the following criteria:

- There were available data demonstrating a plausible connection between FRC services and child welfare system outcomes (e.g., comparisons between families who did and did not receive services; longitudinal data showing improved outcomes upon FRC or program initiation);
- There were available quantitative data demonstrating that the child welfare system has benefited (e.g., through reductions in the incidence of child abuse/neglect);
- The site was willing to work with the OMNI team to field questions, share data (e.g., operational costs), and be highlighted in a final public report; and
- Sites represented demographically different communities being served by FRCs to, as best as possible, reflect the diversity of communities served by family support programs across the United States (e.g., rural versus urban locations; racial/ethnic makeup of the community).

In this report, OMNI quantified the savings to the child welfare system in Orange County, California, from investment in Westminster Family Resource Center (WFRC), a member of the Families and Communities Together network of FRCs. A companion report quantifies the savings to the child welfare system for Teller County, Colorado, from investment in the Community Partnership Family Resource Center.¹

Families and Communities Together

Families and Communities Together (FaCT) is a collective impact initiative made of up 15 FRCs dedicated to strengthening prevention and intervention services to reduce child abuse and neglect. FaCT FRCs serve Orange County, a county of approximately 3.2 million people adjacent to Los Angeles in southern California. Across the county, 40% of residents identify as non-Hispanic White, 34% identify as Hispanic or Latino, 22% identify as Asian, 2% identify as Black or African American, 1% identify as American Indian or Alaska Native, and less than 1% identify as Native Hawaiian or Other Pacific Islander. Approximately 10% of the county's residents live in poverty.^{xv}

FaCT's mission is "to identify and promote promising best practices, train, fund, and advocate for FaCT-supported Family Resource Centers to be Orange County's community-based platform for prevention activities and family support services."^{xvi} FaCT follows NFSN's Standards of Quality for Family Strengthening and Support^{xvii} that detail quality family support practices that are aligned with Family Support America's Principles of Family Support Practice and the Center for the Study of Social Policy's Strengthening Families Protective Factors Framework.^{xviii} In alignment with these standards, FaCT FRCs offer nine core services for families seeking support, including information and referral, family support, comprehensive case management, counseling, after school programs, domestic violence personal empowerment program, parenting classes, family reunification family fun activities, and adoption promotion services.

In 2021, Casey Family Programs, Charitable Ventures, Orange County Social Services Agency, and Catherine Roller White Consulting collaborated to conduct an evaluation that examined outcomes for the

¹ This companion report can be accessed at omni.org/cpfrfc-roi

child welfare system across the FaCT network.^{xx} This evaluation provided the opportunity to use data to calculate the return on investment for an FRC within the network that was serving a diverse community and had a large service area. After consultation with the evaluation team and a review of the demographic profile of the areas served by FRCs within Orange County as a whole, OMNI identified Westminster Family Resource Center (WFRC) as a strong option for this project.

Westminster Family Resource Center

WFRC was founded in 2000 and is “dedicated to improving the lives of families by facilitating the strengthening of the family unit through appropriate resources and services that promote self-sufficiency and healthy families.”^{xx} In service of this mission, WFRC offers an array of services to serve as a “one stop shop” for community residents to increase knowledge and gain access and linkage to family-friendly, strength-based support systems. WFRC is operated by the City of Westminster and works as a collaborative with various community-based organizations to support its target population of culturally diverse and low-income families. WFRC strives to be a welcoming place for all families, providing free services in an accessible location. These varied and comprehensive services are designed to help families build and maintain a strong foundation, encourage growth, enhance self-sufficiency, and support individual members and the family unit as a whole.

WFRC is centrally located in the City of Westminster, home to approximately 91,000 residents.^{xxi} During WFRC’s 2016-17 fiscal year, 75% of individuals who participated in services at WFRC identified as Hispanic or Latino, 13% identified as Asian, 8% identified as Caucasian or White, and 4% identified as another race or ethnicity; for 57%, Spanish was their primary language, and for 10% Vietnamese was their primary language. The majority (83%) of individuals who participated in services reported family income of less than \$50,000 per year, and 46% of families received food stamps.^{xxii}

Methods

Existing Evaluation Evidence

After selecting WFRC as the focus for this study, we leveraged the methods and data used in the FaCT evaluation, which included a quasi-experimental design, to consider child welfare outcomes. Specifically, in the evaluation, child welfare outcomes were examined within an FRC’s service area, which was defined as the census tracts^{xxiii} in which at least 1% of households were served by the FRC. For WFRC, 11 census tracts made up the service area, and on average, WFRC served 1.77% of households in that area. Once an FRC’s service area was defined, comparison areas from neighboring counties were statistically matched to each service area based on ten community-level indicators related to child maltreatment (e.g., percent of children in families with incomes below the poverty level; unemployment rate). Twelve census tracts from Los Angeles County were matched to WFRC’s service areas and these 12 census tracts served as the comparison area. This statistical matching method was used to compare child welfare outcomes for WFRC’s service area to a demographically similar area not served by an FRC over the course of two years (2016 and 2017, the most recent years for which complete data were available). These comparisons became the basis for the return on investment examined in this report.^{xxiv}

Social Return on Investment Model

Broadly, return on investment is a metric used to determine the efficiency of an investment, quantified as the net value of benefits relative to the net value of the investment. To calculate the return on investment of an FRC for the child welfare system, OMNI used a *social* return on investment (SROI) model. SROI describes the impact of a program or organization in dollar terms relative to the investment required to create that impact.^{xxv} SROI studies often examine a broad range of costs and benefits, including social, environmental, and economic, that could influence individuals, communities, and society as whole.^{xxvi} Because we were focused on benefits for the child welfare system in particular, we only considered those sector's outcomes. We excluded savings or increased expenditures in other social systems that may result from child maltreatment (e.g., educational, criminal justice, and health care costs), as well as other societal benefits (e.g., productivity).^{xxvii}

Using the framework provided by the New Economics Foundation,^{xxviii} we specified our SROI model as follows:

$$\text{SROI} = \frac{(\text{Outcome of Interest} - \text{Deadweight}) \times \text{Attribution} \times \text{Monetized Value of the Outcome}}{\text{WFRC Intervention Cost}}$$

Such that:

- *Outcome of Interest* is reduction in substantiated assessments of child maltreatment;
- *Deadweight* is the counterfactual number of substantiated assessments that would have occurred in the absence of WFRC;
- *Attribution* is the share of those substantiated assessments that is attributable to, or results from, WFRC;
- *Monetized Value of the Outcome* is the child welfare expenditure per substantiated assessment; and
- *WFRC Intervention Cost* is the cost of operating WFRC.

In this study, all calculations were conducted for each year for which data were available (2016 and 2017), and the final return on investment is the average of these two years' estimates. The following section identifies the data sources and calculations used to develop these estimates.

Data

In this section, we provide information on the underlying data used to estimate the SROI model depicted above, including narrative describing the data sources and underlying assumptions for each model component. When relevant, we provide the corresponding estimates used for each model component in the side bars. Unless otherwise noted, source data and estimates are drawn from the FaCT evaluation.

Outcome and Deadweight

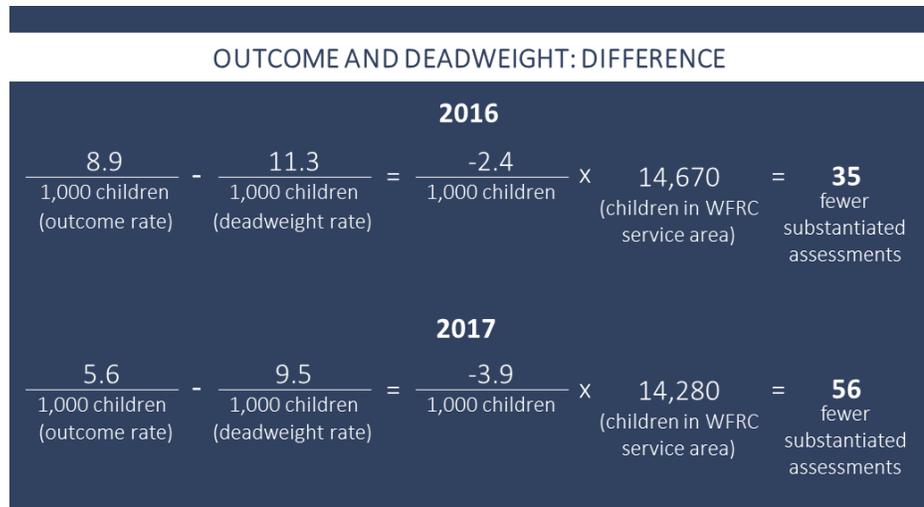
In this study, the outcome of child maltreatment is indicated by the population-adjusted estimated rate (per 1,000 children) of substantiated assessments in WFRC's service area (i.e., the 11 census tracts served by

WFRC) in 2016 and 2017. Deadweight is represented by the estimated rate of substantiated assessments in the comparison area (i.e., the 12 matched census tracts) in 2016 and 2017. Substantiated assessments refer to children who are experiencing verified cases of abuse and neglect and are one of the major sources of costs to child welfare systems across the country.^{xxix}

To calculate the difference in rate of substantiated assessments, we subtracted the calculated Deadweight rates from the Outcome rates. These differences in rates were then multiplied by the number of children in WFRC's service area in a given year, as compiled across the WFRC service area census tracts,^{xxx} to estimate the difference in number of substantiated cases between WFRC's service area and the comparison area, controlling for population differences. These analyses were conducted separately for 2016 and 2017.

Attribution

Best practices in determining attribution rely on experimental designs or quasi-experimental evaluation designs.^{xxxi} In this study, the assessment of outcomes is based on a subset of data from a quasi-experimental evaluation of the FaCT network that showed that substantiated assessments were lower in the WFRC service area than the comparison area in 2016 and in 2017. However, there are no definitive guidelines on what level of attribution should result from a quasi-experimental evaluation, and this evaluation was at a community level (i.e., did not directly assess maltreatment among families served by WFRC, but instead considered maltreatment in areas served by WFRC). Considering the lack of guidelines available, we estimated attribution at 50% for the SROI calculations and conducted sensitivity analyses to determine at what attribution rate the net value of benefits would be the same as the net value of investment.



Monetized Value of the Outcome

The monetized value of the outcome was defined as the estimated cost incurred by the child welfare system in California for each substantiated assessment in 2016 and 2017. Prior research estimates that in 2019, each substantiated assessment in California cost \$68,636 to the child welfare system.^{xxxii} This estimate was developed using the steady-state methodology in which the total annual child welfare costs in one year serve as a proxy for the lifetime child welfare costs of maltreatment cases in that year.^{xxxiii} To convert these estimates to 2016- and 2017-dollar values, we used the Bureau of Labor Statistics Consumer Price Index. In 2016, prices were 6.12% lower than in 2019; in 2017, prices were 4.12% lower than in 2019.^{xxxiv}

MONETIZED VALUE OF THE OUTCOME		
2016		
\$68,636	-	(\$68,636 x 6.12%) = \$64,435
2019 estimated cost per substantiated assessment	Consumer Price Index inflation adjustment	adjusted cost per substantiated assessment
2017		
\$68,636	-	(\$68,636 x 4.12%) = \$65,808
2019 estimated cost per substantiated assessment	Consumer Price Index inflation adjustment	adjusted cost per substantiated assessment

Intervention Cost

The intervention cost is estimated as the total amount of funding WFRC used to provide services for families in 2016 and 2017. Because WFRC is not a standalone 501(c)3, we could not use publicly available tax records to specify the intervention cost. Therefore, we worked with WFRC and the City of Westminster to determine the total amount of funding required to operate WFRC, including direct funding across multiple sources and in-kind funding provided by the City of Westminster.^{xxxv} In 2016, this total was \$402,745; in 2017, this total was \$408,567; the average across both years was \$405,656.^{xxxvi}

reduction of substantiated assessments in WFRC’s service area in those years (i.e., 35 fewer in 2016 and 56 fewer in 2017).

To estimate the overall return on investment, we calculated the average across 2016 and 2017; the average provides a more robust estimate of the return on investment than any one year, as it accounts for fluctuations across years and is therefore less susceptible to potential external influences that could have also contributed to changes in the number of substantiated assessments each year that are not accounted for in these models. Overall, results indicate that there is a return on investment of 365%. That is, for every \$1 invested in WFRC in 2016 and 2017, the Orange County child welfare system saved \$3.65.

$$\frac{\$2.80 + \$4.51}{2} = \$3.65$$

return on investment in 2016 and 2017

overall return on investment

Sensitivity Analyses for Attribution

We conducted sensitivity analyses by substituting the full range of attribution estimates (between 0 and 100%) into the SROI calculations in 2016 and 2017. These sensitivity analyses allow us to identify the minimum number of reduced cases of child maltreatment attributed to WFRC that results in a positive return on investment, specifically a return of at least \$1.01. Results indicated the lowest possible attribution estimate for a positive return on investment in 2016 is 18% (7 out of 35 cases of child maltreatment) and the lowest possible attribution for a positive return on investment in 2018 is 12% (7 out of 56 cases of child maltreatment). That is, if in each year at least seven of the cases of reduced child maltreatment are attributed to WFRC, there is a positive return on investment to the child welfare system in Orange County.

FIGURE 1. 2016 SENSITIVITY ANALYSIS FOR ATTRIBUTION

There is a positive return on investment in 2016 if at least 7 of the 35 cases (18%) of reduced child maltreatment are attributed to WFRC.

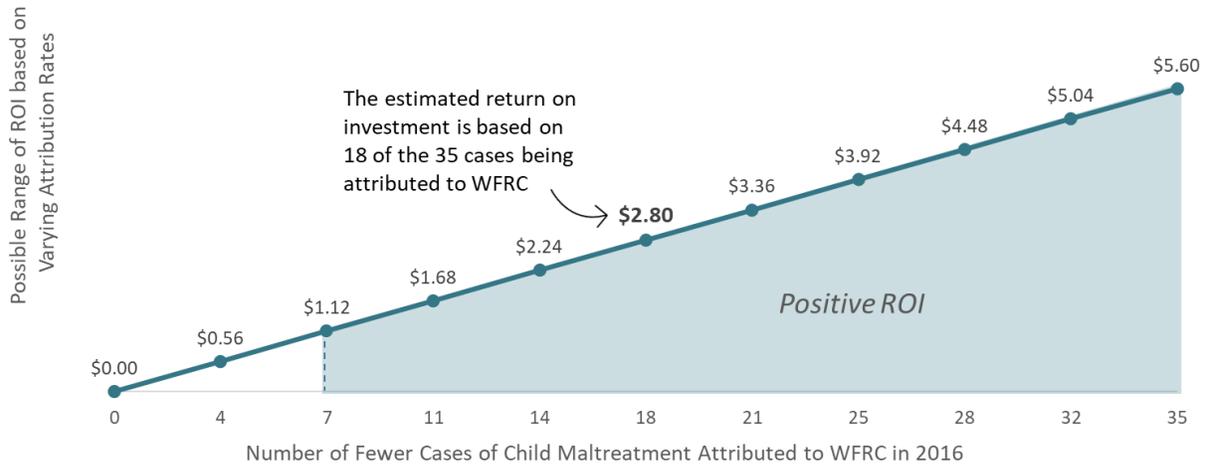
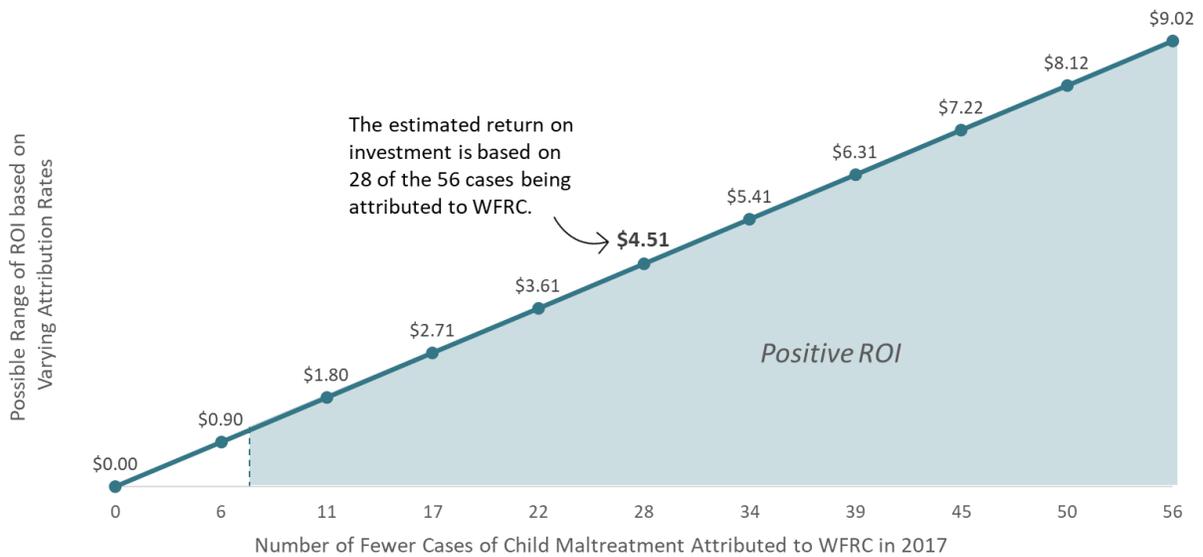


FIGURE 2. 2017 SENSITIVITY ANALYSIS FOR ATTRIBUTION

There is a positive return on investment in 2017 if at least 7 of the 56 cases (12%) of reduced child maltreatment are attributed to WFRC.



Conclusions

This report quantifies the estimated return on investment to a local child welfare system from investment in a Family Resource Center, providing economic evidence of the benefit of community-based family support services. These findings estimated a measurable benefit to the Orange County child welfare system provided by Westminster Family Resource Center, with a return of \$3.65 for every \$1 invested across 2016 and 2017.

OMNI examined the return on investment of an FRC with a 20-year history of serving the community as part of a larger network of FRCs focused on strengthening families and preventing child maltreatment. By comparing child welfare outcomes to a demographically similar area in California that is not served by an FRC, these results suggest that WFRC contributes to a reduction in child maltreatment, which in turn provides a cost saving to the child welfare system. In addition, these benefits were found consistently over the course of two years. Further, these preventative benefits were found for an FRC that serves ethnically/racially and linguistically diverse families.

The WFRC overall return on investment of \$3.65 can be considered in tandem with the 2014 findings from the Alabama Network of FRCs, which provided an estimated return of \$4.93 in immediate and long-term social value to the State of Alabama. The approach used to estimate the WFRC return on investment differed in important ways from study conducted in Alabama. This study examined one FRC rather than a network and focused solely on the return to one sector (i.e., the child welfare system) rather than the overall return across the state. Methodologically, we attached cost savings to changes in the target outcome (i.e., substantiated cases of child maltreatment) rather than to the services provided by FRCs, and we did not include broader family and societal impacts of child maltreatment.^{xxxvii} As such, we do not recommend making direct or relative comparisons between the estimated return on investment in Alabama of \$4.93 and the WFRC return on investment of \$3.65. Rather, both findings provide evidence for the economic benefits of FRCs, and this study estimates one way that these benefits are realized by one community in one sector.

FRCs provide community- and family-responsive services designed to meet the unique needs of the people they serve. They often blend and braid funding, and families who participate in services under one funding stream are not typically limited to those services only, but rather have broad access to the FRC and the many resources and referral networks at its disposal. As a result, it is challenging to implement rigorous research practices that quantify the impact FRCs have on families or on the child welfare system. In this report, we leveraged the results from a unique quasi-experimental evaluation of a network of FRCs in Orange County, California. However, there are a number of limitations inherent in this approach:

- The project relied on data from a quasi-experimental study that examined community-level outcomes. Ideally, we would have been able to examine child welfare outcomes for families served directly by WFRC and similar families who were not. Because these data were not available, we relied on data from the evaluation that used the most proximal community level available (i.e., census tracts). Further, although the identified comparison areas were matched based on a series of community-level indicators known to relate to risk of child maltreatment, the evaluation could not account for potential ecological differences between the FRC service areas in Orange County and the comparison areas in Los Angeles County (e.g., child welfare policies in how substantiations are

determined) that may be partially responsible for differences in substantiations across communities.^{xxxviii}

- There is not clear guidance on best practices in estimation of attribution in SROI models, even in the context of quasi-experimental evidence.^{xxxix} In the absence of specific information to guide our estimate, we used 50% because it is the midpoint of the possible attribution (ranging from 0 to 100%). Sensitivity analyses suggested that the return on investment is positive as long as the attribution rate is greater than 14%, but lower attribution rates return lower estimates of this return.
- Lastly, FRCs are as diverse as the communities that they serve. This study estimated the impact of one FRC in one county in California and may not be generalizable to other communities; thus, this analysis should be considered a case study of the possible return on investment that this type of family support can provide. This report was conducted in tandem with estimates of the return on investment of another FRC in Teller County, Colorado; those findings are available at omni.org/cpfrc-roi.

Despite the challenges of conducting rigorous evaluations in the context of FRCs and the limitations of this case study, these findings contribute to a growing body of evaluative data on the benefits of FRCs for their communities.^{xl} Specifically, they provide support for the economic benefits that an FRC can provide to a local child welfare system by reducing incidences of child maltreatment. Future evaluations that estimate cost-savings to the child welfare system in other localities and contexts will help the field better understand the economic contributions of FRCs in preventing child maltreatment. However, such evaluations rely on the availability of sufficient data; to support these efforts, FRCs, networks, and states should pursue efforts to directly link data systems that would allow tracking of service provision by FRCs and child welfare outcomes over time. In the meantime, the findings here suggest that in Orange County, California, WFRC provides a meaningful return on investment to the child welfare system, with a return of \$3.65 for every \$1 invested over a two-year period.

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Do place-based programs, such as Family Resource Centers, reduce risk of child maltreatment and entry into foster care? <https://www.casey.org/family-resource-centers/>

Hello my name is Susan Nuss, owner of Blackdragon Networks, LLC in Jetmore, KS. Our county benefited from \$386,000 in SPARK funding in 2019 to establish an affordable fixed wireless LTE system network which provides 100MBS/20MBS service to residents in Hodgeman County. It utilizes a recently available Citizens Band Radio Spectrum between 3.550 MHz to 3.7 MHz. It was the State's smallest bid and covered a large area. Blackdragon is a small startup WISP that along with many other WISPs in the nation are dependent on backbone circuits from the incumbent local exchange carrier. National fiber providers like Windstream, ATT, Comcast, KFI, Zayo and neighboring ILECS quoted 1Gbps backbone service to Blackdragon leased towers as either no-bid or costs of multiple thousands of dollars per month with construction costs of up to \$20,000. Hodgeman County is in a fiber dessert as it is partially served by 4 different companies.

After the system was in place with very expensive backbone obtained from a competitor, Blackdragon grew very quickly and within 9 months of service added 126 subscribers. Our residents are very excited about the new system that improved existing internet access by up to 10 times their existing service. We covered all households quickly with just 5 connection points within the 1260 square mile area. Blackdragon's biggest expense is backbone costs to feed 5 towers that cover 1600 possible homes. At the time, speed to complete the build was of greatest concern, and Blackdragon was told to apply for future funding to improve the backbone costs with the American Recover Act funding. Blackdragon is currently developing a grant request of \$3.0 million dollars in support of these efforts to provide the backhaul service for the area approximate cost of \$1850/home.

Middle mile funding for broadband is crucial to build fiber backhaul. Currently the nearest POP is 28 miles away which drives the cost to rural communities up. Hodgeman County has a population density of under 2.2 people/sq mile. The benefit of fixed wireless is its affordability and ability to quickly cover the state of Kansas. The US Treasury's decision to restrict funding to solutions providing 100Mbs symmetrical services, can be modified by each State SPARK committee according to its needs. Other states have made this decision to serve their state faster with hybrid system. The sheer cost and availability of fiber infrastructure will leave those that need it the most waiting 2 to 3 or even 10 years to get the arbitrary standard of fiber to the home service. I urge the Kansas SPARK committee and Kansas Department of Commerce Broadband committee to consider relaxing the 100Mbs/100Mbs requirement for broadband funding in Kansas and keep an open mind to utilize quality fixed wireless technology to quickly upgrade areas in need. As a worker in communications for over 30 years, I think the best solutions are hybrid fiber-fixed wireless systems that leave room to connect anything from a soil probe in the ground to a fixed location like a County Courthouse.



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**Kansas Association of
Chiefs of Police**
PO Box 2163
Hutchinson, KS 67504
(620)899-4122

November 15, 2021

SPARK Task Force Executive Committee

At the invitation of Gov. Kelly, we prepared a prioritized list of the things we see that funding from the federal sources coming to Kansas could benefit our citizens in all areas of Kansas. That priority list is attached.

These needs are varying. While we have been able to identify specific amounts of funding needed in a few areas, most vary widely by location and size of operations. However, those needs are still critical. We realize that some of these recommendations would likely need to have programming to address those variations and caps on the funding made available. We also realize that in some cases, matching funding from the local level may be necessary. We point out that matching funding becomes more problematic in the rural areas of the state and in communities with lower populations.

We also have attached a copy of the cost estimate documents from KLETC and CPOST.

Please contact us if you desire any further explanation or discussion of these topics.

Sheriff Jeff Herrig, Jefferson County
Secretary Treasurer
Kansas Sheriffs Association

Chief Lloyd Newman, Valley Center Police Department
President
Kansas Association of Chiefs of Police

Law Enforcement Funding Priority Recommendations

1. Infrastructure Needs for Jails and LE Facilities (Total costs variable and undetermined)
 - a. Jail modifications or expansions for health-related isolation/quarantine and mental health observation.
 - b. LE facility modifications to improve health related environments for personnel and citizens interacting with our personnel.

Explanation: The COVID-19 pandemic has demonstrated the need for better inmate isolation for those entering the jail. These modifications are designed to prevent new detainees from infecting the general jail population if they arrive at the jail with an infectious disease.

2. Health Related Support for jails and other LE facilities (Total costs variable and undetermined)
 - a. Modifications to air handling systems: filtration, positive pressure, etc.
 - b. Portable UV disinfection units
 - c. Rapid Testing devices.

Explanation: The COVID-19 pandemic has demonstrated the need for better health hygiene technology to mitigate the spread of disease between jail detainees. Similar concerns exist in the work areas of our law enforcement facilities. These modifications and requests are designed to minimize the risk of the spread of disease among our employees and the general public, and between our jail staff and the general jail population.

3. Employee Recruiting and Retention Funding (LEO, Jailers, 911 centers, support staff). (Total costs variable and undetermined)

Explanation: Our agencies are experiencing an unprecedented struggle with attracting new employees and retaining existing employees. This creates an ever-increasing cycle of issues such as additional overtime to maintain minimum staffing, much like is being seen in the state prison system. Funding could provide for one-time bonuses for staying on the job or for new employees being hired.

4. OT for back filling while officers at training. (Total costs variable and undetermined)

Explanation: The increased need for training to address police responses to mental health crisis and new demands from the criminal justice reform initiatives creates a significant funding issue not only for the training itself but for backfilling personnel during the officer's absence for training. While this is true even in law enforcement agencies of all sizes struggling with recruiting and retention, it is magnified in the smaller agencies with more limited personnel resources.

5. Kansas Law Enforcement Training Center (KLETC) Telecommunications Training Startup Costs. (Estimated \$513,000)

Explanation: The 911 dispatch centers across the state are the first contact point for emergency services, whether it is for law enforcement, fire, or medical. The effectiveness of the dispatch center personnel directly affects the outcome of those emergency requests. A program is being established to provide consistent Basic

Dispatcher Training through a statewide program at the KLETC. The program development is well underway but will require both one-time startup costs and ongoing funding. The startup costs are what we are recommending for this funding source. A mock dispatch center will be required for this training and is the target of the bulk of the startup costs.

6. KLETC Dorms and Cafeteria expansion, part of KLETC Master Plan (Estimated \$13M)
 - a. Key to jail training, telecommunications training, expanded officer training
 - b. Addressing health concerns of double occupancy dormitory rooms.

Explanation: The increased demand for law enforcement training is exceeding the facilities capacity of KLETC. While classroom capacity is also being strained, the increase in dormitory capacity and the resulting food service capacity needs are the most critical.

7. Commission on Police Officer Standards and Training (CPOST): IT Upgrades and expansion of capabilities. (Estimated Cost: \$30,000)

Explanation: There is much agreement that assuring quality law enforcement officers requires strong applicant screening, quality training at an affordable cost to local agencies, and better tracking of problem employees. The IT upgrades being considered by CPOST will create a platform to assist law enforcement agencies across the state to better share information on law enforcement applicants and on problem employees moving from one agency to another.

8. Commission on Police Officer Standards and Training (CPOST) Accreditation. (Estimated Cost: \$8,200)

Explanation: CPOST desires to seek Accreditation through a nationally recognized organization. This will assure CPOST continues to provide high quality oversight of the law enforcement professionals in Kansas.

9. Interoperable communications upgrades focusing on federally mandated change to band width requirements. (Total costs variable and undetermined)

Explanation: The federal government has implemented a major change in the emergency services frequency band necessary to accommodate the increased demand within those frequency bands. The change is narrowing the operating band of current radio systems that requires all radios to be capable operating on the new narrower band width by some time in 2023. Funding assistance is needed for some of our agencies to meet the costs of this transition. This is not only critical for our daily operations but is most critical to address the interoperability needs in major critical events such as flooding, tornadoes, wildfires, and civil unrest.

October 11, 2021

Housing (Dormitory) at KLETC: \$5.651M (based upon 29,356 gross ft²)

The most pressing need for the KLETC campus is housing facilities. Typically, students are housed on campus for a week at a time and for up to 14 week stays. Presently, there are two dormitory buildings. Welch Hall is a renovated facility designed for 53 double-occupancy rooms, but providing 40 single occupancy rooms plus guest facilities for adjunct instructors on the ground floor. Each room has a private bathroom. The newer East Dormitory provides 126 beds in 63 double-occupancy rooms, each with a private bathroom.

Even without the COVID-19 impact, KLETC would need additional housing space, but the need to quarantine infected students has exacerbated the housing shortage.

Between 50 and as many as 200 additional beds are sometimes needed, but an additional 80 beds in single-occupancy rooms would satisfy a majority of the anticipated need. An allowance for future expansion beyond these 80 rooms is recommended. The East Dorm building with double-occupancy rooms works well for the Basic Law Enforcement Training program. Housing for Professional Development should be accommodated with single occupancy rooms. In addition to the expanded programmatic and support spaces, additional gathering spaces and common areas should be located throughout the campus.

Housing (Food Service) at KLETC: \$7.271M (based upon 21,000 gross ft²)

Current dining facilities are too small to support anticipated growth, specifically when adding another dormitory. Current kitchen facilities are compromised by their location in the ground floor of the KREC Hall. An expanded serving area is needed, with a Food Court arrangement desired over the existing service lines.

KLETC food service capacity would be challenged by a lack of space under the best of circumstances. However, COVID-19 social distancing requirements have accelerated the needs.

Current dining facilities provide seating for 188 now, serving students and KLETC Staff. professional Development programs are catered. Additional capacity of 300 to 400 is anticipated, with 300 to 350 seats for Basic Training. In addition to the primary dining facility, a separate—though possibly contiguous—facility for Grab-N-Go and Snack Bar offerings during extended hours is desired. Catering capacity will need to expand, and a separate warming kitchen is needed to support the Integrity conference spaces.



September 27, 2021

Fully Fund KLETC Master Plan: \$176M

The Kansas Board of Regents in June of 2021 approved the new Kansas Law Enforcement Training Center (KLETC) Master Plan. The master plan that was approved is the first comprehensive master plan for KLETC that considers allied agency training in addition to providing needed facilities to meet the current and future needs of law enforcement training in the State of Kansas. The build-out of this master plan would create a “public safety campus.” The goals of this project are to strengthen core competencies in basic training, expand professional development and allied agency training, implement campus security, advance the presence of law enforcement training, organize the campus with distinctive zones and enhance the on-campus environment. This master plan will raze obsolete facilities, remodel existing facilities for adaptive reuse, utilize existing facilities for their current use and build new facilities to provide needed training, housing, and program spaces. As part of the master planning process, a building condition analysis and space analysis was done for all of the currently existing facilities. The project build-out would include the establishment of infrastructure to support the expanded campus, expand campus housing and dining facilities to increase training capacity, expand training facilities, and create facilities for allied agency training. New training facilities would include an indoor firing range, dormitory space, a defensive tactics building, a tactical village, a scenario building, an administrative/welcome center/professional development complex, a multipurpose event facility and expanded support facilities. (\$176M is based upon estimates for a 7-year plan of completion).

Startup Costs for Telecommunicators Training at KLETC: \$513K

At present, there is no statewide telecommunicator training in Kansas. The law enforcement community, recognizing the need for well-trained telecommunicators, approached KLETC with an interest in providing basic training for telecommunicator professionals. Larger jurisdictions are able to provide training, but smaller “single seat” public safety answering points (PSAPs) struggle with resources to provide the necessary training. This funding request would provide the equipment for training as well as remodel costs for dedicated classrooms at KLETC.





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Doug Schroeder, Executive Director

Laura Kelly, Governor

October 14, 2021

To Whom It May Concern,

The Kansas Commission on Peace Officers' Standards and Training (KSCPOST) has identified two priority projects that would significantly strengthen organizational services to law enforcement agencies and citizens. Additionally, these two projects have been recommended by the Governor Kelly's Commission on Racial Equality and Justice by providing a mechanism to compile officer demographics data more accurately, increase transparency, enable agencies to do more complete applicant background checks as well as provide a comprehensive review of KSCPOST practices.

Project #1: Central Registry Enhancement Project – Total Cost \$29,945

- Renew and update old 2012 virtual server license and update Microsoft 365 subscription to allow for integration of IA Pro (Officer Investigation Software) into our local network. This would also provide significant support and security updates to the Central Registry.
- Add a Stats Report to enable a breakdown of officers' gender, race, and education. This would allow all law enforcement agencies to search the registry for previously employed Kansas law enforcement officers.
- Add a feature to the Central Registry that would allow law enforcement agencies to see where an applicant has applied. This new feature would assist agencies in officer background checks.
- Add a feature to the Central Registry that would allow law enforcement agencies with a separate records management system to import training information into the Central Registry. We currently don't have this capability.
- Computer Hardware and related accessories. We would terminate an expiring lease and replace some inferior hardware.

Project #2: Peace Officer Standards and Training Accreditation – Total Cost \$8,200

- We would apply for Accreditation through the International Association of Directors of Law Enforcement Standards and Training (IADLEST).
- Initial Accreditation term (as well as subsequent terms) is three (3) years.
- IADLEST will send a travel team to our facility for compliance inspection.

Total Cost of Both Projects: \$38,145.00

We thank you for consideration of these two projects that will significantly enhance the services we provide to Kansans. Without this funding, the enhancements would take be possible for the foreseeable future.

Sincerely

A handwritten signature in blue ink, appearing to read "Doug Schroeder".

Executive Director Doug Schroeder

Recognizing renewable energy opportunities for water utility operations.

KANSAS RIVER INTAKE HYDROPOWER FACILITIES



**DUAL KAPLAN
TURBINE
GENERATORS**



**1100 KW
TOTAL
CAPACITY**



**UP TO 90%
CONTINUOUS
GENERATION**

WaterOne's Kansas River Weir Structure and Intake Facilities were the subject of a feasibility study examining hydroelectric potential.

HYDROPOWER AT WATERONE

About the Weir

WaterOne owns and operates a water intake facility at River Mile 14.9 of the Kansas River. Water is diverted into the intake facility by the Kansas River Weir structure across the river, adjacent to the intake. The permanent Weir is in Wyandotte County, Kansas and was constructed by WaterOne about a decade ago. The Kansas River Weir diverts and raises the water level in the Kansas River to ensure continuous supply to raw water pumping operations for WaterOne. The

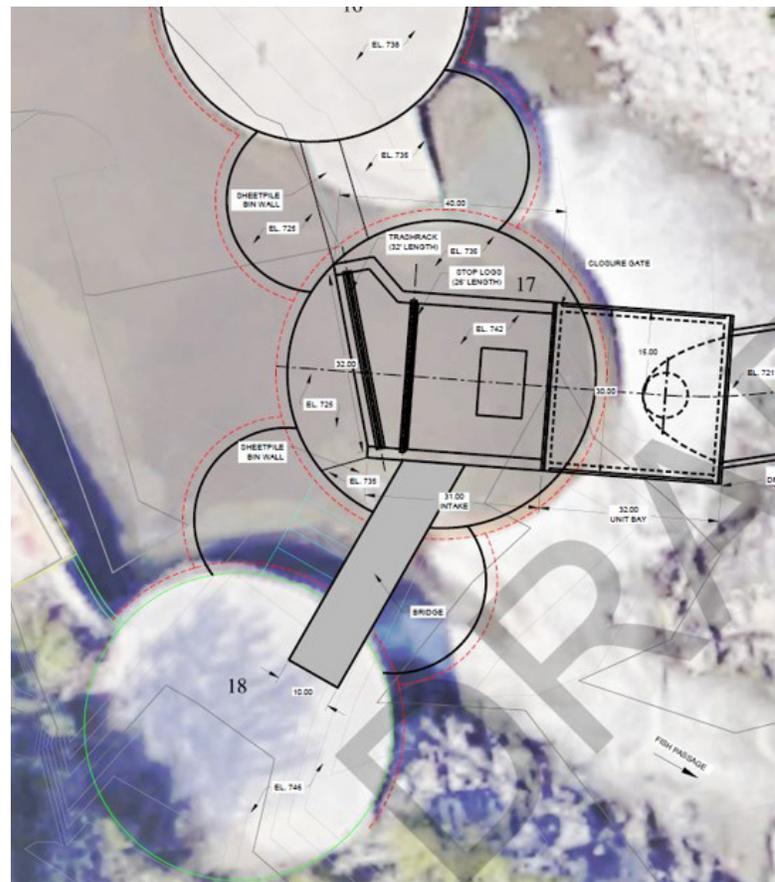


Kansas River Weir was constructed with a series of 18 sheet pile circular cells, 54.8 feet in diameter and capped with concrete. The total length of the Weir is 1,284 feet.

Project Background

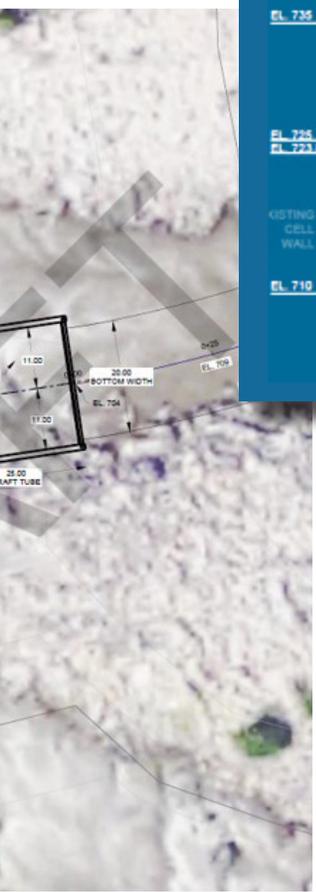
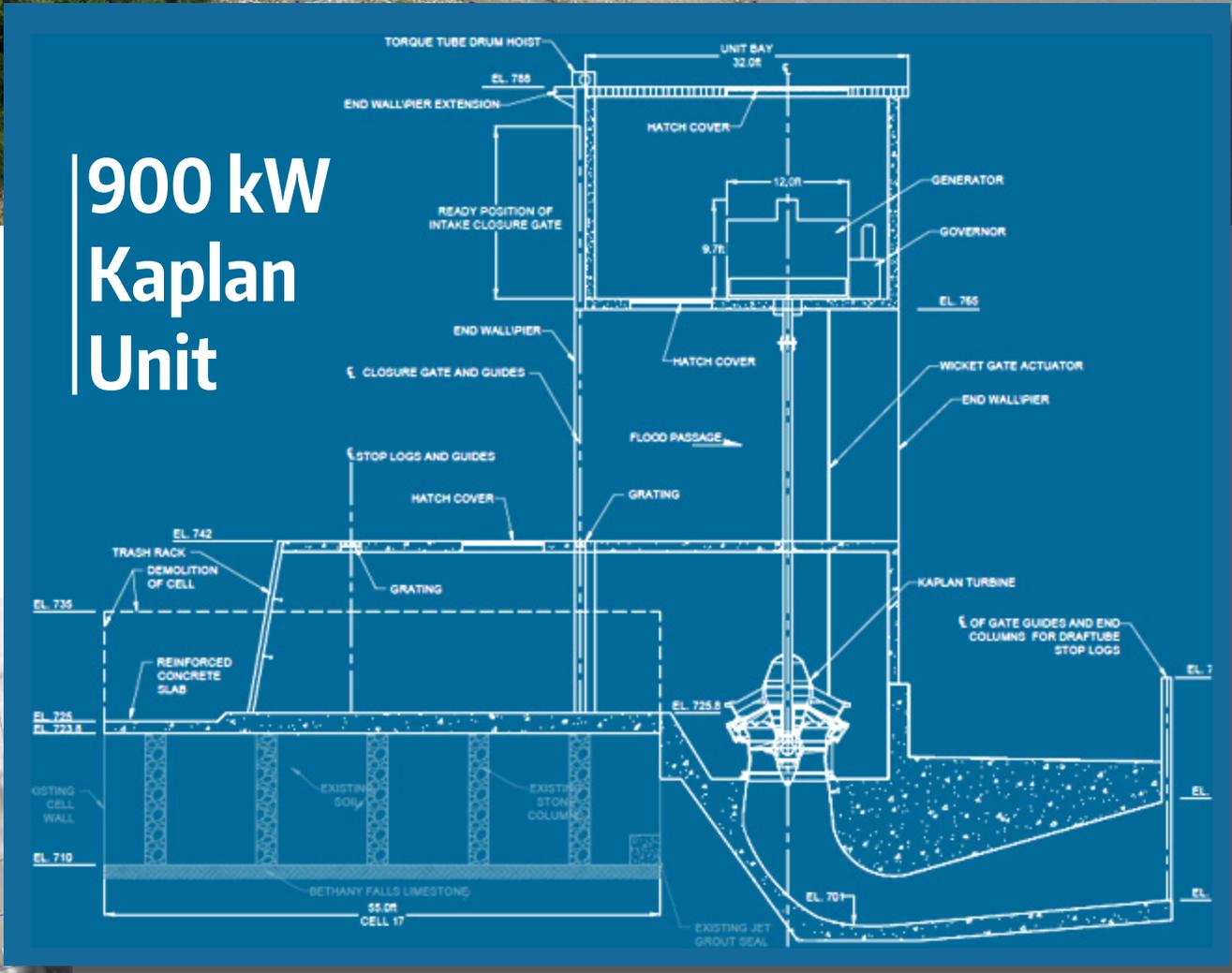
WaterOne recognized the hydroelectric potential resulting from the installation of the Weir, and thereafter commissioned a preliminary study to investigate the addition of a small hydroelectric generating plant. This study was conducted with the intention that the new hydropower plant would provide energy to the Pre-Sedimentation facility, also located in Wyandotte County, along Holliday Drive, as well as potentially contributing to the local electrical grid.

In early 2016, a consultant was retained to conduct the study and presented their findings in a Pre-Feasibility Assessment Report. The study suggested a design





900 kW Kaplan Unit



solution with two Kaplan turbine-generating units, each sized at 550kW, for a total installed capacity of 1100 kW. Based on initial recommendations, the study was continued to a Feasibility Level. It was determined that more than 96% of the time, the Kansas River Weir hydraulically functions as a broad-crested weir where the difference between the upstream and downstream elevation varies between 5 to 17 feet. This corresponds to flows ranging from minimum recorded flow up to 30,000 cfs. A small hydropower plant, one that exploits the flows and head differential across the Weir, would produce energy about 85 to 90% of the time.



Stakeholders

As part of the permitting process for the project, WaterOne was required to meet with local stakeholders to present on the project and take feedback. The stakeholders included the following groups: Army Corps of Engineers; Kansas Division of Water Resources; Kansas Department of Wildlife, Parks & Tourism; US Fish & Wildlife Service; Friends of the Kaw; Bowersock Hydro Facility; and other local government agencies. No objections were raised by interested parties.

At A Glance

This project will result in a cost savings to taxpayers by reducing power costs to WaterOne and provide additional redundancy in power operations to the facility. The Hydropower facility is an innovative use of a natural resource to develop a reliable and renewable energy source for the water supply system.

The project duration is estimated to be 18 months. Estimated cost of the project is \$8,522,787.

Preliminary Design Engineering

\$255,762

Design Engineering

\$579,738

Construction

\$7,533,439

Associated ROW Acquisition

\$3,150

Consultant

\$150,698

November 17th, 2021

Chair, Lieutenant Governor Toland
Members of the SPARK Executive Committee
SPARKTaskforce@ks.gov

Dear Chair, Toland and Members of the Committee:

WaterOne is a quasi-municipal government organization created by K.S.A. 19-3501 et seq., serving as the exclusive public water supply for 450,000 citizens in Johnson County, Kansas.

The first three phases of COVID recovery measures passed by Congress did not include direct relief for water utilities and other local units of government that fall within what we have referred to as a “donut hole” of covered entities. Those relief bills directed funding to cities, counties, and states, leaving WaterOne and other special districts out of the provisions of the bills.

The American Rescue Plan Act (ARPA) calls out water and wastewater infrastructure as permissible applications of funding, but again does not send funding directly to those utilities—likely under the assumption that utilities are operated by the City or County that received the funds. ARPA funding presents a unique but limited opportunity to address not only the economic impact of the pandemic on individuals and businesses in Kansas, but also to look forward into the future and invest in projects that will benefit our communities for years to come.

ARPA specifically provides for funding to reimburse businesses for premium pay for employees that were required to be in the workplace during the pandemic. Water service is critical to public health, particularly in a pandemic. WaterOne had hundreds of employees report to work each day to ensure operations continued—treating water, fixing main breaks, and assisting customers. Those individuals deserved recognition of their commitment to our customers and as such, WaterOne incurred a premium pay expense of \$1.4 Million.

ARPA also explicitly calls out water infrastructure projects as permissible allocations. WaterOne has identified two water transmission main replacement projects that will enhance the economic vitality of Johnson County. The cost of replacement of the two mains is \$12 Million, which is a significant investment for ratepayers. This is exactly the type of project ARPA funds should be allocated to—projects that with a one-time investment, will be self-sustaining and economically beneficial to our communities, without requiring ongoing reliance on the State or Federal government.

Another innovative project WaterOne has been pursuing that fits the spirit of ARPA fund investment is a hydroelectric power facility on the Kansas River. This project would capture the energy from the existing Kansas River Weir adjacent to the WaterOne intake and supply enough power to operate a pre sedimentation facility just across the road. This project has been vetted with Kansas River stakeholders and the Kansas Legislature approved the grant of an easement to WaterOne for the placement of the

facility. This again, is a one-time investment in a project that will reduce power usage from the grid and provide WaterOne with operational redundancy.

In closing, thank you for your hard work and deliberate approach to allocating ARPA funding and WaterOne appreciates the opportunity to be a part of the conversation.

Sincerely,

Darci Meese

Darci Meese
Manager Govt Relations
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