



ARIZONA FAMILY RESOURCE CENTER NEEDS ASSESSMENT

EXPANDING TO SERVE FAMILIES
WITH CHILDREN OF ALL AGES

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Executive Summary

Arizona's Family Resource Centers (FRCs) are vital hubs of connection, information, and support. In our state, most FRCs currently focus on families with young children (ages 0–5) because they are funded by First Things First, which is statutorily limited to serving this age group. Yet the need for family support continues through all stages of childhood.

This report explores what it would take for Arizona's FRCs to expand their reach to families with children up to age 17. Based on feedback from 39 FRC leaders in focus groups and 42 FRCs represented in surveys, the following key findings emerged.

Key Findings

81%

Percentage of FRCs that are willing to expand if they receive adequate resources.

\$7 million

Estimated amount required to help 39 FRC sites achieve their expansion goals in the first year of implementation.



FRCs already engage families with children of all ages informally - through referrals, inclusive events, and concrete support.



FRCs face common barriers including funding restrictions, staffing capacity, and space limitations.



FRCs seek flexible funding, strong partnerships, and peer-led technical assistance to expand effectively.



Top needs for expansion include hiring staff with age-specific expertise, training, supplies, and general operating support.

Arizona's FRCs are ready. With the right support, they can serve as a cornerstone of a statewide system of family support—accessible to all families, in every community, at every age.

Building a Statewide System of Family Support

Why FRCs?

When families get what they need, when they need it, we prevent crises that lead to costly intervention, and we promote safe, stable environments for children.

Arizona has resources for families, but they're hard to find. Families – and even the providers that work with families – struggle to find what's available to meet their needs.

Arizona needs a coordinated system in which **every family has a trusted place to access connection and support.** To achieve this, we are designing a hub-and-spoke model in which **Family Resource Centers serve as central hubs**—connecting families to the full range of programs, services, and opportunities available to meet diverse parenting and family needs.

FRCs are welcoming hubs of support and connection that:

- Connect families to **available resources**
- Create opportunities for **families to connect with other families**
- Provide **parenting education and support**

And importantly, FRCs work. A study conducted in Colorado showed FRCs cause a **63% reduction in child abuse cases.**

And, for every \$1 invested, FRCs lead to **\$3.65 in child welfare savings and \$4.93 in social return.**

FRCs serve all families—regardless of income or circumstance—because every family needs support and connection to thrive. FRCs are integrated into their local community, allowing families to walk in and get connected to who or what they need in their community. Partnerships are the measure of an FRC's strength. They function as hubs, with spokes extending to all the organizations that provide support in their communities.

¹ OMNI Institute (2021). *Return on Investment of a Family Resource Center to the Child Welfare System: Community Partnership Family Resource Center, Teller County, CO.* Denver: Author. Retrieved from <https://www.omni.org/nfsn-reports>, p. 10.

² OMNI Institute (2021). *A Brief Report on the Return on Investment of a Family Resource Center to the Child Welfare System: Westminster Family Resource Center, Orange County, CA.* Denver: Author. p. 4. Retrieved from <https://www.omni.org/nfsn-report-pdfs>

³ These data are from a Social Return on Investment Study conducted by Community Services Analysis for the Alabama Network of Family Resource Centers. See http://www.acjf.org/uploadedFiles/File/SROI_-_Legal_Aid_and_ANFRC.pdf

What Are We Doing?

Currently, **62 known FRCs** exist in Arizona, including 9 satellite FRCs which serve as extensions of a central FRC. Together, these FRCs serve approximately **29,000 families annually**.

Most FRCs that exist in Arizona are concentrated in urban areas and focus primarily on families with children ages birth to five. Arizona is unique in that its primary FRC funder is **First Things First**, our state's early childhood agency. By statute, First Things First is limited to serving children from the ages of birth to five. While the agency has seen firsthand the transformational value of FRCs, funding partners are needed to expand FRCs' capacity to **serve more Arizona communities and families with children of all ages**.

The Gaps:

- Eleven of Arizona's 15 counties have no known FRC presence.
 - 48 of the 62 known FRCs are limited to focusing on families with children ages birth to five due to the funding they receive.
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To move toward the vision of having FRCs available to all families with children in Arizona, a multi-agency coalition of partners was created, including representatives from state agencies and professionals from nonprofit, philanthropy, and family support organizations. This coalition is called **FRC Pathway**.



Over the past three years, FRC Pathway has reached several key milestones. One of the most significant achievements was the development and adoption of a **shared Arizona FRC definition**. This definition creates a common understanding of what an FRC is and what services it offers, while honoring each center's community-responsive, culturally-grounded approach. This definition was co-created through input from all FRC Pathway coalition partners, national research, and direct insights from families and FRC practitioners. Through a statewide survey conducted in early 2024, FRC Pathway identified 60 entities aligned with this definition. Due to subsequent outreach, the current count stands at 62.

These Arizona FRCs exist in diverse formats and are established within a variety of organizations—including public libraries, schools, community health centers, faith-based entities, and human service nonprofits.

Arizona FRC Definition

Family Resource Centers (FRCs) are welcoming community hubs where families can access formal and informal supports, both in times of need and as a part of regular day-to-day life. FRCs offer responsive, family-oriented programs on-site that strengthen families in their communities, including:

- **information, resources, and referrals**
- **parenting activities, classes, and support**
- **opportunities for families to build social connections**

Statewide Strategic Plan

The FRC Pathway coalition also developed an overarching mission to guide our work: To develop a robust, comprehensive, and sustainable system of FRCs accessible to all families with children ages 0 – 17 across the state.

Together, the FRC Pathway has developed a six-point strategic plan to achieve our goal:

1 | Identify existing FRCs statewide.

This strategy was successfully carried out through the Arizona Family Resource Center Landscape Study. Organizations that meet the FRC definition but either did not respond to the survey or have since emerged are welcome to join the FRC network at any time by going to [AZFRN.org](https://azfrn.org).

2 | Identify gaps and needs

This assessment report is the culmination of the part of this strategy focused on expanding to serve families with children of all ages.

3 | Raise awareness of FRCs among families, professionals, policymakers, and funders

4 | Identify and align funding streams to strengthen FRC capacity

5 | Support and grow the Arizona Family Resource Network (AZFRN), Arizona's statewide professional network for FRCs

6 | Connect FRCs to other systems and initiatives, positioning them as trusted community hubs within Arizona's landscape of family support.

This report focuses on what it would look like—and what it would take—to expand existing, identified Family Resource Centers to serve families with children of all ages, from birth through 17.

Strategy Two: Identify Gaps and Needs

Goal

The primary goal of this assessment is to understand what resources FRCs across Arizona need to:

- 1 | Expand services to reach families with children ages 17 and under.
- 2 | Understand unmet priority needs within each FRC that may be prohibitive to expanding to all ages.

Methods

Audience

The study engaged FRC Leaders from the 60 FRCs identified in the 2024 Arizona FRC Landscape Study, as well as any new FRCs that emerged since the publication of the study. We targeted FRC leaders because study participants needed to understand the budgetary and strategic considerations of their FRC to respond adequately to questions.

Approach

This study used a mixed-methods approach grounded in the principles of Empowerment Evaluation. We chose this method not only to ensure that the needs assessment asked the right questions, but to do so in a way that meaningfully involved those closest to the work. By engaging FRC leaders in the design process, we strengthened the relevance and accuracy of the data collected.

More importantly, this approach helped plant the seeds for ongoing strategic thinking. Empowerment Evaluation positioned FRC leaders not just as sources of information, but as critical thinkers and changemakers—encouraging them to reflect on the conversations they need to have with their teams, leadership, and communities.

FOCUS GROUPS

The evaluation team asked the Family Resource Advisory Council (FRAC), the leadership group that guides the direction of the AZFRN, for guidance on how to best engage FRCs in feedback cycles. The FRAC shared that FRC leaders consistently value learning and building off one another's ideas – a key feature of the AZFRN. With this direction, we conducted five concurrent focus groups with a total of 39 FRC Leaders during an in-person FRC Lead meeting held on January 30, 2025.

Focus groups answered the following questions:

- 1. What ages of children does your FRC currently serve?*
- 2. How do you feel about expanding to serve all ages?*
- 3. If your FRC were to serve all ages of children (0-17), what could that look like?*
- 4. What would you need to do that? Examples: Programs, Services, Partnerships, Other Resources*
- 5. What would you need to consider when expanding your ability to meet the needs of families, including serving all ages of children?*
- 6. What did we not discuss that you think is important to address?*

Focus groups were recorded and audio transcribed by the lead evaluator at Prevent Child Abuse Arizona. Then, the evaluator identified the key themes coming from the focus groups. The evaluation team then presented these themes back to all focus group participants during a virtual meeting on March 27, 2025. This provided another feedback cycle for participants to ensure that their thoughts, concerns, and hopes were accurately reflected and captured.

SURVEY

The focus group themes and presentation feedback informed the development of a written survey – the next phase of our mixed-methods approach. The primary purpose of the survey was to gather concrete data on what FRCs would need to expand their services to families with children of all ages. It built on earlier focus group insights by asking specifically about current budgets, age-limited programming, and the financial and technical assistance needed to support expansion in the first year. **We received 22 responses representing 35 FRCs, as many organizations operate more than one FRC.** Survey Questions can be found in the Appendices.

Results

How are FRCs Currently Operating?

BUDGET

Of the 35 FRCs represented in the survey responses, 34 provided budget information. The range of FRC site budgets varied greatly from \$200,000 to \$1,700,000. Two FRCs run on budgets of \$200,000, employing three and 2.75 full-time equivalent (FTE) staff members, serving only children aged 0-5. The FRC represented by the \$1,700,000 budget had 16.5 FTEs on its team, serving children of all ages. This FRC is an outlier in the data, as it was the only one with a budget exceeding \$1,000,000 for a single FRC.

The median budget was \$275,000, as 21 of the 35 (60%) FRC budgets were between \$200,000 and \$300,000. The average budget was \$392,902.

Table 1A and Table 1B display this information.

TABLE 1A. FRC Budget per Site

Statistic	Amount
Min	\$200,000
Max	\$1,700,000
Mean	\$392,690
Median	\$275,000

Displays the wide range of budgets among Arizona's FRCs, highlighting disparities in funding and capacity.

TABLE 1B. Full-time Employees per Site

Statistic	FTE
Min	0.9
Max	16.50
Mean	3.86
Median	2.63

Shows staffing levels across FRCs.

Budget Gaps

We also asked FRCs if they faced a budget gap within their current fiscal year. Nine respondents, representing twelve FRCs, reported having a budget gap—meaning their projected revenue fell short of what they needed to maintain their current operations. On average, these gaps amounted to \$36,949. The range of budget gaps spans from \$9,000 to \$216,477. However, these estimates likely understate the true budget gaps, as they don't reflect the constant adjustments FRCs must make to keep up with rising costs, often without corresponding budget increases.

Because FRCs are highly adaptable and resourceful, they may have already scaled back services, staffing, or resources to make ends meet. As a result, some needs may not be fully captured in these reported gaps.

In-Kind Support

In-kind support plays a **crucial role in sustaining FRC operations**, often bridging the gap between what is budgeted and what is truly needed. While the **median annual budget is \$275,000**, this figure doesn't reflect the full cost of operating an FRC. Many FRCs rely on substantial in-kind donations such as **free or subsidized building space, utilities, maintenance, IT services, and administrative support**, as outlined in Table 1C.

For example, one FRC leader shared that although her organization receives \$500,000 annually from First Things First to operate two full sites and a satellite, she estimates **\$90,000 worth of additional support comes through in-kind contributions**. This includes space, facility maintenance, accounting, human resources, website hosting, evaluation, and training.

This example highlights two important points:

1. **In-kind support significantly stretches public dollars**, making the current model of FRC delivery more feasible than budget numbers alone suggest.
2. While **First Things First is the primary funder for many FRCs**, the model also depends on **deep local investment and community partnership**—even if that investment isn't reflected in line-item budgets.

In-kind support isn't just a supplement—it's a cornerstone of how Family Resource Centers function, both in Arizona and across the nation. Bringing together diverse funding sources and in-kind contributions is not only foundational—it reflects the collaborative spirit at the heart of what FRCs are.

TABLE 1C. In-Kind Support of FRCs

Donation Type	# of FRCs	% of FRCs
Space	33	94%
IT	26	74%
Janitorial / Maintenance	22	63%
Utilities	12	34%
Landscaping	10	29%
Concrete Supports for Families	9	26%
Human Resources	3	9%
Website	3	9%
Phone	3	9%

Shows in-kind support received per survey respondent.

Hours Open per Week

FRCs demonstrated considerable consistency in the hours they are open per week. **Table 1D displays the range and average number of hours**, mostly around 40 hours per week. Survey respondents noted that the number of hours per week increased when FRCs hosted evening or weekend social events, which typically occurred once a month.

TABLE 1D. Hours Open per Week

Statistic	FTE
Min	30
Max	48
Mean	40.23

Outlines operational hours for FRCs, providing insight into accessibility and service availability for families.

FAMILIES SERVED

FRCs track both **unduplicated** and **duplicated** family counts, acknowledging that sustained, repeated engagement is at the core of how these centers operate. High duplicated counts are expected, as families often return for ongoing support, classes, or connection.

Across the 34 FRCs who answered the question regarding the number of families served, a total of **30,506 unduplicated families** are served annually. The FRC with the largest budget (\$1.7 million) and staffing (16.5 FTEs) served the highest number of unduplicated families at **10,880**. However, this FRC is an outlier, not just because of its size and staff, but also its services, which includes offering one-time rental assistance, drawing many families through their doors during Maricopa County’s housing crisis.

In contrast, the **median number of unduplicated families served is 740**. Notably, even FRCs with modest budgets—such as two centers funded at \$200,000—still reached **621 and 1,500 families**, respectively, underscoring the efficiency and reach of these centers.

To further explore cost-effectiveness, we examined the **cost per duplicated family served**, which ranged from **\$28.57 to \$625.00**, with an **average of \$128.81 per engagement**.

Yet this metric tells only part of the story.

FRCs deliver a wide variety of services to meet the dynamic and unique needs of individual families. One family might receive rental assistance; another might be referred to a developmental specialist. Some families may return weekly for five years, while others receive the help they need in a single visit. A single cost-per-family average cannot reflect this complexity.

Table 2A:
Cost per Duplicated Families Served

Statistic	\$ Per Family
Min	\$28.57
Max	\$625.00
Mean	\$128.81
Median	\$88.92

Analyzes the cost-efficiency of family engagement across FRCs by comparing annual budgets to the number of duplicated families served.

Additionally, it is unclear whether all FRCs are collecting data beyond what is required by First Things First, which includes both duplicated and unduplicated counts. If they do not have a funder identified for ages six and older, FRCs may not have the capacity to collect information for other age groups. Thus, these estimates may not fully represent the scope and cost of their services.

TARGET AGES

While many of Arizona's Family Resource Centers (FRCs) receive most or all of their funding from First Things First (FTF), which funds services only for families with children ages 0–5—this study explored who FRCs are actually serving.

During focus groups:

- **18 of 39 participants** reported that though they are funded primarily to serve families with children ages 0-5, they **do not turn families away**, regardless of children's ages.
- **2 participants** expressed that they were not interested in deviating from their birth to five focus.
- **19 participants** shared that they secure **multiple funding sources** to support serving families with children of all ages.

Survey data (summarized in Table 2B) offered additional insight:

- **23 FRCs** reported a primary focus on families with children **ages 0-5**.
- Of those, **13 FRCs** stated they still **serve families beyond that age range** if they seek support.

As one participant shared: “Our elected target audience is birth to five, but we serve everybody. Anybody, come one, come all.”

Another added: “I want to do more for those kids, because between [age 6] and 18, there's nothing—unless you're a teen parent, and then there's something.”

These findings underscore the flexibility of Arizona's family support system, while also revealing significant gaps—particularly in services for families with school-age children and teens.

TABLE 2B. Ages Currently Served by FRCs

Age Group Served	# of FRCs
Families with children 0-5	10
Focused on families with children 0-5, but we don't turn anyone away	13
Families with all ages of children	12

Shows how many FRCs formally serve only ages 0–5, versus those that are implicitly or explicitly open to serving families with older children.

How FRCs Are Already Reaching All Ages

To understand what “we don't turn anyone away” means in day-to-day operations, we asked FRCs whether this approach applies to all services or just specific kinds. Even FRCs that formally focus on serving families with children ages 0–5 still reported offering resources and referrals to families of any age and hosting inclusive events that welcome everyone.

Among the **13 FRCs** that indicated a 0–5 focus but expressed an open-door mentality, the highest service offerings for any age were resources and referrals (12) and social events for all ages (12), closely followed by concrete support (11). The most challenging area to extend beyond the early years is parenting education and support, which is typically tailored to children's specific developmental ages. This information is outlined in Table 2C.

Throughout the focus group discussion, participants provided several examples of how they already serve families with children of all ages, such as:

- **Inclusive social events** are intentionally designed to be **multi-generational**
- **Basic needs support** extends to **any family member** involved in a child's life
- FRCs **frequently receive and provide referrals** for families with older children

- **Free food, diapers, clothing, and hygiene items** are available to anyone who walks in
- **Books** are given out for children of **all age levels**
- While **parenting courses** may be 0–5 focused, many noted the techniques are **broadly applicable**
- Some centers host **youth-designed events** tailored to older children
- Others partner with school-based **Family & Community Engagement Specialists (FACES)** to support families with school-aged children

TABLE 2C. Services Offered by FRCs for Each Age Group

Age Group Served	Resources & Referrals	Social Events	Concrete Support	Parenting Education
Families with children 0-5	10	8	3	4
Focused on families with children 0-5, but we don't turn anyone away	12	12	11	5
Families with all ages of children	12	12	12	12

Highlights the types of services FRCs offer to all ages based on what age group they consider themselves to serve.

Expansion Considerations

WILLINGNESS TO EXPAND

Of the 35 FRCs represented in the survey responses, 27 (77%) stated that they would be willing to expand if they had the necessary resources to do so. Another 6 (17%) said they are unsure and would need more information. Only 2 (6%) FRC indicated that their current focus and activities meet their mission, and they are not interested in expanding to other ages of children. The two respondents who expressed no interest in expansion were directed to the end of the survey.

These findings demonstrate that the vast majority of FRCs are eager and open to growth, provided they receive adequate support—highlighting both the potential and readiness of Arizona's FRC network to scale and meet broader family needs.

These results are displayed in Table 3A.

TABLE 3A. FRC Willingness to Expand

Expansion Determination	# of FRCs	%
Yes, if we had the necessary resources to grow our capacity.	27	77%
Unsure, I would need more information.	6	17%
No, our current focus and activities meet our mission.	2	6%

Summarizes whether FRCs are open to expanding their services if resources were available.

During the focus groups, most participants elaborated on their support for expansion:

- “There's just so much need in the school district, so it would be really valuable and helpful to the families.”
- “I'm relieved [that expanding FRCs to serve families with older children is being discussed]. Families cry when they're five and they age out of our services. We always say we're sorry, too.”
- “For us, expansion is so critical and needed. We built relationships and trust with families who have kiddos who aged out. Then maybe three or four years later, they're calling looking for a service. They have that connection with us, so it's natural for them to stay connected.”

Some survey respondents expressed apprehension about expanding because:

- They enjoy their focus on early childhood
- The time it takes to establish a trusted, known role in their community
- Uncertainty of funders' expectations regarding expansion
- They feel ill-equipped to support the complex issues teens face
- They are concerned that they don't have enough resources to serve their current focus population

Expansion Areas

To understand how FRCs envision growth, survey respondents were asked to identify specific services or capacities they would like to expand to serve all ages. Table 3B summarizes the types of services FRCs would like to implement when expanding.

TABLE 3B. Top Priorities for Expansion

Expansion Area	# of FRCs	%
Offering additional/different social connection opportunities for families	31	89%
Offering additional/different parenting education/support opportunities	30	86%
Getting staff training on different stages of child development & parenting support	29	83%
Hiring more staff	29	83%
Building/expanding partnerships w/ agencies that serve older children	27	77%
Being open for more hours	23	66%
Hiring staff with expertise in different age groups	22	63%
Dedicating staff time to community outreach to potential referral organizations	19	54%
Acquiring more building space	18	51%
Exploring co-location with a partner or partners	14	40%
Partnering with another organization to use their space	13	37%

Identifies the specific areas in which FRCs want to expand their capacity to serve all ages—such as staffing, training, and new partnerships.

This echoes what we heard in focus groups when we asked participants to describe what it could look like to serve all ages.

Themes from Focus Groups

- **Bringing in Partners** | Bringing experts in older child developmental stages. Co-location and referral partnerships with existing trusted programs would be a way to serve all ages.
- **Training & Staffing** | 56% mentioned it would be important to have staff or partners with expertise in child and teen development, and to train staff in supporting families with children of different developmental ages.
- **Different Levels of Service** | Some may want to provide services on-site. Some may be better positioned to do referrals to services.
- **Family Engagement** | Some mentioned wanting to design activities that cater to all ages, such as letting parents attend a class with a younger child while an older sibling joins another, modeling how siblings can engage with one another, and more.

RESOURCE NEEDS FOR EXPANSION

Based on how they envisioned expanding to serve children of all ages in their previous responses, participants identified the resources needed to make that vision a reality—including financial support, in-kind contributions, and key partnerships.

Financial Needs

Focus groups helped identify the types of budget line items necessary for expansion.

Focus Group Financial Themes

- **More Staff & Training** | 56% of focus group participants mentioned that they would want more staff with specific skills, and get staff trained in supporting families of different child developmental ages.
- **More Space** | 49% mentioned limited space as a current issue.
- **Funding for Supplies** and furniture to engage older children
- **Marketing** will be important to consider as services expand to attract new families.

Survey Financial Takeaways

The survey consolidated those line items, where each respondent estimated their site's **first-year** financial needs across five categories: Table 4A outlines those categories and FRC responses.

Staff and Benefits was the largest category at \$3,153,449 in total funding needs from FRCs. At a minimum, each site would want to add an FTE to their site. The mean and median showcased a popular desire to have about two FTEs added to their sites.

Rent and Building needs were the least identified need area regarding expansion in the first year (as demonstrated by the median of \$0), despite the space limitations expressed in the focus group, because many FRCs use in-kind space (19 respondents stated that their space is provided in-kind, representing 34 FRCs). Many FRCs don't pay for space if they exist within a school, library, or health clinic. Expanding their space may still be a high need, but they may not have the cost basis for expansion.

Only seven respondents provided an estimate, with the highest being \$2,500,000 for a new space. These results may also suggest that FRCs would prioritize programmatic and staffing growth first, with space needs likely to emerge more clearly in subsequent years.

Training and Professional Development were key themes in the focus groups, as FRCs noted that current staff may lack knowledge of developmental stages beyond early childhood, particularly when it comes to adolescents. The teen years emerged as the most frequently discussed and concerning topic, with many participants expressing apprehension about their ability to effectively serve this age group.

Many FRCs leverage training through the AZFRN, which is made available to AZFRN members at no cost thanks to financial support from First Things First. However, when considering expansion, they would want additional dollars for professional development related to serving other developmental ages of children, totaling \$221,745. Most FRCs estimated expenses between \$5,000 - \$10,000, as demonstrated by the mean and median. The largest was \$60,000, which has 7.0 current FTEs and a proposed addition of 2.0 more FTEs.

Supplies encompass activity materials, furniture, and any other items necessary for programmatic activities. For those sites that exclusively serve families with children ages birth to five, their furniture is far too small for school-aged children and teens. Furniture is a one-time expansion need, but this category also captures ongoing programmatic supply needs. However, we anticipate these costs would not be as high in subsequent years.

Other costs included marketing, contractors, transportation, and school administrative overhead—all crucial for reaching and supporting a broader age range.

TABLE 4A. First-Year Financial Needs by Category

Statistic	Staff & Benefits	Rent & Building	Training & PD	Supplies	Other
Min	\$61,943	\$ —	\$2,000	\$4,000	\$ —
Max	\$347,443	\$2,500,000	\$60,000	\$200,000	\$17,251
Mean	\$165,973	\$171,713	\$12,319	\$40,285	\$6,524
Median	\$130,000	\$ —	\$5,000	\$15,000	\$5,000
Total Across 35 FRCs	\$3,153,489	\$2,747,400	\$221,745	\$765,410	\$78,286

Breaks down FRCs' estimated financial needs to expand in year one, categorized by staff, space, training, supplies, and other costs.

TABLE 4B. Total Estimated First-Year Expansion Costs per FRC

Statistic	\$ Amount
Min	\$102,193
Max	\$2,817,500
Mean	\$366,649
Median	\$194,000
Total Cost for Expanding 33 FRCs	\$6,966,329

Summarizes overall expansion costs across all categories per site, showing typical financial scope needed to serve all ages.

In-Kind Support

FRCs are community-based family support strategies, and many FRCs rely on in-kind support to respond to community needs. Under the lens of expanding to all ages, FRCs responded that they would most need to collaborate with partners to offer services and programs at their FRC at no cost. Receiving donated items or supplies from businesses or community groups came in second, followed by leveraging additional space through partnerships. These results are detailed in Table 4C.

TABLE 4C. In-Kind Support Needed to Expand to All Ages

In-Kind Support	# of FRCs	%
Having partners offer services/programs at your FRC at no cost to you	30	86%
Donated items or supplies	27	77%
Additional in-kind building space	29	83%

Focus groups echoed these needs, describing:

- “We never duplicate a resource in our area. If somebody's doing it well, we invite them to partner with us—even if it's just using our space one day a week.”
- “There's an opportunity for FRCs to have programming in their buildings without actually having funding for those age groups. Others are doing other parenting curriculums outside of the zero-to-five area that could come in, helping those partners meet their goals while bringing additional support to families in the community. Together, we can provide an extra layer of support.”
- “I'm having this aha moment that our resource center is really built on partnerships. Maybe we don't have to do the work—just provide the space for others already doing it.”

This mindset shows that many FRCs view expansion not just as internal growth, but as strategic partnership-building with aligned organizations.

Implementation and Technical Assistance

Because this research was conducted through the Arizona Family Resource Network (AZFRN), participants consistently emphasized the value of shared learning, peer collaboration, and collective problem-solving. Many expressed that expansion efforts would be strengthened by access to technical assistance and peer support, particularly from FRCs in Arizona and other states that already serve broader age ranges.

TABLE 4D. Key Areas of Implementation Support Identified

Implementation Support Needs	# of FRCs		%
Professional development related to serving all ages (offered through AZFRN)	18	30	86%
Standards of Practice for working with children of all ages	15	27	77%
Peer support related to expansion (through AZFRN)	14	22	63%
Technical assistance for planning an implementation	13	18	51%

Themes from Focus Groups

- **Professional Development** | FRCs expressed high interest in AZFRN-led training opportunities focused on supporting families with school-age children and teens. This was the most commonly cited implementation need.
- **Standards of Practice for All Ages** | Many FRCs are deeply accustomed to operating under First Things First (FTF) grant guidelines, which include detailed Standards of Practice for families with children ages 0–5. These standards have served as trusted roadmaps—and participants voiced a desire for equivalent guidance to serve older age groups with confidence and consistency.
- **Funding Strategy and Sustainability Planning** | Several FRCs requested support in estimating long-term costs of expansion and developing sustainability strategies—especially given the challenge of serving additional age groups without guaranteed funding.
- **Peer Learning and Collective Strategy** | A recurring theme was the power of learning from one another. FRCs see the AZFRN as a trusted, collaborative network that could lead convenings, offer technical guidance, and facilitate shared planning efforts to support a thoughtful, statewide approach to expansion.

Opportunities to Support & Strengthen FRCs

Activating Community Support

You can be part of the movement to help FRCs expand to be more universally accessible to all ages. FRCs are built by communities, for communities. To reach their full potential and serve families of all ages, they need their communities to support and partner alongside them. The FRC Pathway team is working on ways to help the broader Arizona community - including businesses, government entities, civic groups, and individuals - to find and support their local FRCs.

All of the 35 FRCs who responded to this survey are now listed on two websites:

- FamilyHubAZ.org - A **referral website** explaining what FRCs are and guiding families and professionals to their nearest FRC
- AZFRN.org - A **network website** providing opportunities to donate or partner with individual FRCs or the broader FRC network

FRCs are critical community connectors – everything they do is in partnership. In Table 4C, 30 FRCs indicated that they would need partners to offer services or programs at their FRCs in order to make expansion possible. Another 27 FRCs shared that they would need donated items or supplies.

Whether you're a community member or professional, you can help FRCs by visiting AZFRN.org to donate items or services.

Flexible Funding

A consistent theme across all focus groups was that rigid funding parameters prevent the adaptability necessary to meet the real-world dynamic needs of families. FRCs want to expand, but they may feel limited by current requirements to keep funding streams separate for specific purposes, demographics, or age groups. Funders often focus on a specific need or issue rather than an adaptive whole-family approach, which can be prohibitive to FRCs wanting to adapt to the changing circumstances of families in their communities.

Most notably, FRCs emphasized the scarcity of general operating support—the kind of flexible funding that allows them to innovate, respond, and sustain family support.

- “We want to be more proactive and reactive to the things that our families are saying that they need. Unrestricted dollars allow us to more easily respond to those needs rather than trying to pick grants just to survive and keep staff.”
- “The funding is not at sufficient levels to meet the needs of the community. And that's the biggest challenge. When you're unable to meet the needs, it erodes trust. Families stop showing up because they hear we can't help them.”
- “I think if resources were available, we'd all do it. There's a shared belief among us that we would expand if resources were available. People vote with their feet, and they are there. We have wait lists all over the program, so something's working, but it's just under-resourced.”
- “What hoops are [we] jumping through to report back? We put on this clown suit for this grant and another for a different grant. **It's really hard to get funded something that you're already doing well.**”

Conclusion

FRCs in Arizona have established a strong collaborative presence in their communities by sturdily serving families with young children, creating a solid foundation capable of expansion to serve families with children of all ages. Their willingness to expand is matched by their commitment to meeting families where they are. But to fully realize the vision of a statewide family support system that responds to the needs of our state's families with children of all ages, we must provide them with the resources to succeed.

The path forward is clear:

- **Invest in flexible, sustainable funding** that allows FRCs to respond to evolving family needs.
- **Support the building of partnerships** that extend FRC capacity and bring new services into existing spaces.
- **Support training and peer collaboration** to prepare staff for engaging families with children of all age groups.
- **Elevate community awareness** of FRCs so that families know where to turn for support.

When we make it easier for families to find what they need, we create an Arizona where all our children thrive.

Appendix

Needs Assessment Survey

Survey Background

Please read this background before completing this survey. The FRC leader who understands the budget, operations, and programming of the FRC(s) should complete this survey.

Please note: If you represent multiple FRCs, you will be asked to indicate how many you are responding for, and consider their total combined budget in your response. Prevent Child Abuse Arizona and the FRC Pathways team is asking you to respond to this survey because your organization participated in the Arizona Family Resource Center landscape survey conducted in 2024, and was identified as meeting the definition of an FRC. You may have also participated in the focus groups conducted at the FRC Lead Meeting on January 30, 2025, which further informed the development of this survey.

Prevent Child Abuse Arizona and the FRC Pathways team is conducting this survey to understand the resources needed to support Family Resource Centers across Arizona to serve families with children of all ages (birth to 17 years).

Survey results will be used to inform statewide strategy and inform potential funders about needed resources to serve families with children of all ages statewide. A summary of survey results will be shared with all survey respondents once compiled. Any public reports will ensure survey responses are anonymous. If you have questions about this survey, please email Molly@pcaaz.org or call/text her at (928)-899-8601.

1. Your name
2. Your email
3. Your title
4. Your organization
5. How many FRCs do you represent and are including in your survey responses?
6. Name of your FRC(s)
7. Address of your FRC(s)
8. What is the **current annual budget of your FRC(s)?** (please estimate to the nearest dollar)
9. How many full-time employees are dedicated to your FRC(s)? (for part-time employees, please use decimals. Example: If you have two full-time employees and one part-time employee, your answer would be 2.5)

10. How many **hours per week** is your FRC currently open? (if multiple FRCs, please list each FRC name and their hours)
11. How many **unduplicated families** does your FRC serve annually, approximately? If responding for multiple FRCs, please share the total number for all FRCs.
12. How many **duplicated families** does your FRC serve annually, approximately? If responding for multiple FRCs, please share the total number for all FRCs.
13. What is your **current budget gap**? (Current budget gap is the amount of funding still needed this year to sustain your current scope of services. Enter '0' if none. Approximations are okay.)
14. What kind of **in-kind support** does your FRC currently receive (i.e. building space, janitorial/maintenance services, etc.)?

Expanding to Serve All Ages

15. **What ages of children does your FRC/FRCs currently serve?** Check all that apply.
- ☐ Families with children 0 to 5 years of age
 - ☐ We are focused on families with children 0 to 5 years of age, but we don't turn anyone away
 - ☐ Families with school-aged children (6 to 17 years of age)
 - ☐ Families with all ages of children (0 to 17 years of age)
 - ☐ Other specific age group (please specify): _____
16. Besides age groups, are you **limited to serving any other specific demographics** or populations (such as the families of students at a particular school)?
- ☐ No
 - ☐ Yes. Please specify: _____
17. Even if your FRC is not designed to serve all ages, **are there services you provide without restricting age eligibility?** Please check all that apply.
- ☐ Resources and referrals for children of any age
 - ☐ Social events that welcome all ages
 - ☐ Offering concrete support to any age child or family member (clothing, food boxes, books, etc.)
 - ☐ Parenting education/support for parenting children of any age
 - ☐ Other (please specify): _____
 - ☐ None. All of our activities are age restricted.

18. **Would you be willing to expand your FRC to serve all ages (birth to 17)?**

- ☐ No, our current focus and activities meets our mission. [If selected, skip to end of survey.]
- ☐ Yes, if we had the necessary resource to grow our capacity.
- ☐ Unsure, I would need more information.

If you marked 'Unsure,' please explain why: _____

19. When considering expanding to serve all ages of children, in which ways **would you want** to expand your FRCs' services? (Check all that apply.)

- ☐ Hiring more staff
- ☐ Hiring staff with expertise on different child ages
- ☐ Getting staff training on different stages of child development and parenting support
- ☐ Offering additional/different parenting education/support opportunities
- ☐ Offering additional/different social connection opportunities for families
- ☐ Being open during more hours
- ☐ Acquiring more building space
- ☐ Partnering with another organization to use their space
- ☐ Exploring co-location with a partner or partners
- ☐ Dedicating staff time to community outreach to potential referral organizations
- ☐ Building/expanding partnership with agencies that serve older ages of children

Finances

You will now be asked to **estimate the financial resources needed** to expand in the ways that you checked on the question above.

Using the categories below, please make your best estimate of the cost it would take to expand your FRC's services. Your estimates should represent the **funding it would reasonably take for the first year of expanding your services** in the ways checked above. This is on top of your current budget; please **do not** include your current budget gap from question #11.

20. **Staff time and benefits** (includes increasing hours for current staff, adding staff, and the cost of employee-related expenses such as health insurance): _____
21. **Rent or building expenses** (includes rent on space or building/purchasing space, paying partners for use of their space, utilities, maintenance, etc.): _____

22. **Training and professional development** (includes costs of conferences, certifications, and trainings that would equip staff to serve families): _____
23. **Supplies** (includes materials, furniture, food, and anything else needed to support programmatic activities): _____
24. **Other** (please indicate what is in this category in the comment box below): _____
25. **Total** (please sum all your responses above into one number): _____

Support

26. **In-Kind Support** | What sorts of in-kind support would you seek to be able to expand to serve families with all ages of children?
- ☐ Additional in-kind building space
 - ☐ Having partners offer services/programs at your FRC at no cost to you
 - ☐ Donated items or supplies
 - ☐ Other: _____
 - ☐ We would not seek additional in-kind support
27. **Implementation Support** | To support your expansion to serve families with children of all ages, what types of implementation support would be most helpful for your agency? Please check all that apply.
- ☐ Peer Support related to expansion, through the Arizona Family Resource Network (AZFRN)
 - ☐ Professional development related to serving all ages, offered through AZFRN
 - ☐ Technical assistance for planning and implementation
 - ☐ Having Standards of Practice for working with children of all ages
 - ☐ Other: _____
 - ☐ We would not need implementation support.
28. Beyond funding, in-kind-support, and technical assistance, what else needs to be considered to make expansion possible for your FRC(s)?
29. Anything else that you would like to share?