



2017 | FUNDING GUIDE

FAST  Families & Schools
TOGETHER®



WHERE CAN I LOCATE FUNDING TO SUPPORT FAST AND FAMILY ENGAGEMENT INITIATIVES IN MY COMMUNITY?

As a principal, teacher, social worker, community or district leader, you may be seeking funding to bring FAST® to your school and to build long-term and effective family engagement programming to your community. Based on decades of experience working with local schools, districts, and community organizations, Families & Schools Together, Inc. is providing this resource guide to help you research and secure funding for your non-profit or school. Of course, we would love to hear from you as you locate new sources and learn from your experiences in building your programming. It is important to remember that raising funds and securing support for FAST is all about building a network of support in your community. In fact, this network will prove powerful and effective in helping your organization, school, district, and your families and children to thrive in the long-term.

In this resource guide you will find a variety of funding sources, strategies for securing funding, and a general FAST funding FAQ. Please don't hesitate to [contact Families & Schools Together](#) if you have any questions or need any support as you seek funding. Thank you for your partnership, and we look forward to partnering with you to bring FAST to your community!

FOUNDATIONS & CORPORATIONS

Private, community and corporate foundations are the source of billions of dollars annually. Many focus on solutions to specific problems or challenges, others prefer to support causes located in communities where the organization has a physical presence, such as their headquarters, manufacturing plant or a retail location. Building relationships is critical to securing support from foundations and corporations. Consider not only large, national funders but also companies and even local businesses in your community that may be connected to your school, district, or organization. Such organizations could sponsor or fund a parent engagement program. The local school, for example, may even have parents who work for or own local businesses or are employees of companies that participate in charitable matching gift programs. If you are aware of these connections, you can begin to build a network of support.

Example foundations that have funded FAST:

- Annie E. Casey Foundation
- Alliant Energy Foundation
- Humana Foundation
- Madison Community Foundation

Private Giving Databases:

- [Foundation Directory Online](#) (Restricted access, available at public libraries): An online database from the Foundation Center, the nation's leading authority on philanthropy, grants and giving. Includes information on over 100,000 private and corporate foundations, direct corporate givers, and grant-making public charities.
- [Philanthropy In/Sight](#) (Restricted Access): Combines the Foundation Center's grant data and Google maps. Users can create maps that reveal patterns of giving and funding relationships, and can overlay grant data with demographic, socioeconomic, and other data sets.

Databases for Private and Government Giving:

- [COS Pivot](#) (Restricted access, available at universities and some public libraries): Offers up-to-date and complete descriptions private and federal funding sources. Great for grants outside of the sciences, too.
- [GrantSelect](#) (Paid subscription): Provides information on over 14,000 grants available to both individuals and organizations from 5,900 federal, state, and local governments, commercial organizations, associations, and private foundations.



IN-KIND

Many providers of FAST secure in-kind donations, recruit volunteers, and receive program materials and food for the family meal via local businesses. Often, volunteering may be the first step before more in-depth involvement and support from local businesses. Invite volunteers to be a part of your FAST Program, make sure to include them in understanding the program's intent and impact. Consider inviting local business, school district staff, and even city leaders to the FAST graduation. This is a very powerful way to communicate the impact of FAST. Also, as your group of FAST Parent Graduates grows, your network grows too. Make sure to equip parent graduates as ambassadors of FAST in their local community and ask for their help in continuing to build a local FAST network, providing support, and getting the word out. Volunteers and/or graduation guests may also become future individual donors themselves. Don't forget that once you have started to build a group of supporters, you need to keep engaging them and communicating the impact of their generosity. Continue to invite them to graduations, and send thank you notes; let them know they matter!

COUNTY/MUNICIPAL/SCHOOL DISTRICT FUNDS

Support for FAST can be found through county and municipal governments. Sources include city or county health departments, juvenile departments and youth bureaus, parenting funds, child and family services, drug prevention and treatment agencies, and mental health commissions. The local school district or state education agency may have a grant writer on staff whose job it is to secure or administer grants. This person can be a great resource to learn more about grants that could potentially support a local program. Some cities, districts, and states also have listserves to subscribe to be notified about new and upcoming grant opportunities.

Example Municipal/County & School Districts that have funded FAST:

- County Mental Health
- City of San Antonio
- City of Jackson-Community Development Block Grant
- San Antonio Independent School District
- City of Albuquerque
- Office of Crime Prevention
- Clinton Elementary School Counseling Program

STATE FUNDS

Organizations can gain support for FAST® at the state level by seeking grants and programs administered through departments focused on education, health, or human resources, offices for children and families, child welfare funds, foster care block grants, and other funds focused on children's well-being. Each state is different so researching all of the state level funders in your area and building relationships with representatives at these agencies will be vital in being able to find out about and secure funding from these sources.

Example State-level Sources that have funded FAST:

- Department of State Health Service
- Department of Children and Families (DCF)
- Department of Social Services

Example State-level funding databases:

- [The Grantsmanship Center](#) (Free Access): Lists state website homepage, along with top grantmaking foundations, community foundations, and corporate giving programs by state.
- [Wisconsin.gov](#) (Free Access): Start here for links (organized by topic) to state government, education, business, and other information resources, with its links to city, county, and local government and community websites in Wisconsin.

UMBRELLA FUNDING SOURCES

An umbrella organization is an association of (often related, industry-specific) institutions, who work together formally to coordinate activities or pool resources. Reach out to local umbrella organizations in your community to see if they provide any funding for family engagement programming. Set up a meeting with these types of organization to discuss why parent engagement is needed and helpful to the community. Even if they can't fund your program directly, they are well connected, knowledgeable, and can help you navigate your local funding landscape.

Umbrella Funding Sources that have funded FAST:

- United Way

FEDERAL FUNDS

There are many sources of funding from departments, offices, bureaus and centers at the federal level that have been awarded to fund family engagement programming. For instance, 1%

of U.S. Department of Education Title I Funds must be used to fund parent engagement, and Investing in Innovation (i3) grants that can be used to fund school-sponsored FAST Programs. Numerous specialized programs can also fund certain kinds of family engagement programming, such as Temporary Assistance for Needy Families (TANF) and Safe Schools/Healthy Students, and are administered through agencies such as the U.S. Department of Health and Human Services (DHSS) and the U.S. Department of Justice.

A single school or community-based organization may consider creating a partnership with other non-profit organizations or schools in your community to pursue one of these federal grant opportunities. Local universities can also be a great partner to pursue for support.

Federal Sources that have funded FAST:

- Promise Neighborhood
- The American Recovery and Reinvestment Act
- United States Department of Education
- Safe Schools/Healthy Students
- Office of Juvenile Justice and Delinquency Prevention
- 21st Century Community Learning Centers
- Department of Education Office of Safe and Drug Free Schools
- Connected Youth
- Strengthening Families

Example federal-level funding databases:

Note: It is a great idea to sign up for updates and grant notifications to find out when new grants will be announced well ahead of time. While researching awarded grants, identify recipients of past grants in your community and reach out to them to learn about their experience applying and whether they might want to partner with you if your missions are aligned.

- [Catalog of Federal Domestic Assistance](#) (Free Access): The Catalog of Federal Domestic Assistance is a government-wide collection of Federal programs, projects, services, and activities that provide assistance or benefits to the American public. It contains financial and nonfinancial assistance programs administered by departments and establishments of the Federal government.
- [Grants.gov](#) (Free Access): This site includes grant opportunity notices posted in the most recent seven days, links to grant application packages, and resources such as proposal writing information.



WHAT ARE THE PROCESSES FOR SECURING FUNDS TO IMPLEMENT FAST®?

Nearly all FAST Programs are funded at least partially and often entirely by grants. Providers and Families & Schools Together often work in conjunction to find and apply for funding. Some foundations place certain restrictions on who can or cannot apply for funding. Sometimes, the grantmaker requests that local providers act as the grant's fiscal agent.

Below are two common approaches to securing funding to implement FAST:

- ① The sponsoring organization – usually a social service agency, school, community, or a coalition of organizations – writes the grant request and is directly responsible for administering any funds received.
- ② Staff at Families & Schools Together work in partnership with local providers to support grant writing efforts, and can serve as the lead fiscal agent.

Funding sources include:

- Private and community foundations;
- Corporate foundations;
- Corporate giving programs;
- Individual donors; and
- Federal and state departments, programs and initiatives.



WHAT ARE THE FUNDING DOMAINS FOR WHICH FAST QUALIFIES?

Providers of FAST, whether community-based organizations, schools, or districts, have secured a wide variety of funding sources spanning a multitude of different funding domains. FAST is adaptable and parts of the program allow for addressing several different areas of need. Below are a few examples of funding domains for which FAST has qualified, as well as specific examples of funding sources:

Child Abuse and Neglect Prevention

As a family strengthening program, FAST is often used as a way to prevent child abuse and neglect via the building of social supports and protective factors, including increased family cohesion, boundaries and routines.

Example sources that have funded FAST:

- **The Ohio Children's Trust Fund (OCTF):** OCTF is a dedicated public funding source for child abuse and neglect prevention.
- **State Department of Children and Families:** Provides funding to support the prevention of child abuse and neglect via implementation of FAST.

- **Nebraska Children and Families Foundation:** Works with communities to prevent child abuse and neglect, help children succeed in school, and support youth in foster care.

“The FAST Program has made me realize that there are many families fighting the same struggles as I am, and I shouldn't be afraid or embarrassed to reach out for help or just someone to talk to.”

— FAST Parent

Substance Abuse Prevention

Some providers are able to find funding sources tied to substance abuse prevention, as FAST is known to build protective factors that decrease a child's likelihood of engaging in substance use or abuse. FAST is found on a number of [evidence-based lists](#) and is cited as a program known to prevent substance abuse as well as externalizing behaviors.

Example sources that have funded FAST:

- **Substance Abuse and Mental Health Services Administration (SAMHSA):** Works to reduce the impact of substance abuse and mental illness on America's communities.
- **Alcohol, Drug Addiction and Mental Health Services (ADAMHS):** Plans, funds and monitors public mental health and alcohol and other drug addiction services delivered to the residents of Cuyahoga County.
- **The Office of Safe and Healthy Students (OSHS):** OSHS is a subdivision within the United States Department of Education that is responsible for providing assistance for drug and violence prevention activities within the nation's schools.

“ [FAST helped me learn] about the impact drugs have on our community, and how we can talk with our kids to inform them.”

— FAST Parent

Family Strengthening

FAST leverages research-based family strengthening activities to support family well-being and improve family boundaries. FAST Providers have secured funding from sources focused on family strengthening. By strengthening a child's family, you are strengthening his or her ecosystem, an important protective factor, which helps to prevent mental health issues, substance abuse and school failure.

Example sources that have funded FAST:

- **Virginia Family Wellness Initiative:** Provides a comprehensive system of care that incorporates program, practices, and strategies to support the physical, emotional, and psychological needs of families.
- **Family & Community Services:** Assists individuals and families in meeting their housing, educational, recreational, health care and other needs in the City of Albuquerque.

“ [One family] consists of a stay at home dad and working mom. Dad feels that mom works too much and wanted to join FAST for Family unity. At first, Mom was very reserved and preoccupied. She even brought paperwork to complete during the meal during night one. Throughout the sessions, Mom relaxed and became much more engaged with her kids, husband and other families. Mom and Dad showed a lot of success and improvement.”

— FAST Team Member

Health Promotion

FAST can be adapted to promote physical health and wellness. The FAST Team can include a health partner or a nutritionist, and FAST activities can be adapted to include physical activity. Likewise, a site may consider adding Team Members who are knowledgeable regarding health and wellness or who may have connections to health resources in the community. As always with the FAST Special Session, it can be adapted to discuss health-related topics.

Example sources that have funded FAST:

- **Humana Foundation:** Provides funds to improve San Antonio families' access to a healthy lifestyle via increased social support, access to health insurance, healthcare and healthful food options.

“ [The FAST Program] helped me to make time with my kids separately and learned a lot of healthy tips.”

— FAST Parent

K-12 Education

Often, foundations tie their funding to general domains like education, or k-12 education. Since our program works in schools and with teachers, and helps to improve family engagement in schools, FAST providers can apply for funding within this domain.

Example sources that have funded FAST:

- **21st Century Community Learning Centers:** Funding to support underperforming children by engaging families in their child's education.
- **Title 1 Funding:** A portion of Title 1 funding supports parent and family engagement, whether that is building capacity for family

engagement efforts or FAST implementation. Title I funds are allocated based on the number of children who fall beneath the poverty line in a school district. That percentage determines the flexibility of the Title I funds received by the school.

- **Community Schools Grant:** Provides comprehensive academic, social and health services for students, family members, and community members that will improve educational outcomes for children.

“FAST is empowering parents and showing how their decisions affect their children. We’re helping them be supportive throughout the entire academic year and unite each parent under one common goal – helping their children succeed in and out of school.”

—FAST Community Member

Early Childhood/Early Learning

FAST providers have been awarded grants related to domains of early learning, as FAST can be implemented in early learning centers. Family engagement works best when it begins early, and FAST has been run with success in a number of early childhood centers.

Example sources that have funded FAST:

- **Smart Start:** Advances a high quality, comprehensive, accountable system of care and education for each child beginning with a healthy birth.
- **Panhandle Partnership:** Builds collaboration among agencies, networks and the broader community to find creative solutions to improve the quality of life of people and communities in the Panhandle.

“My student has become more responsible and tries his best in everything he does. He has more initiative and enjoys working. FAST is an asset to this school, students, and parents.”

—FAST Parent at early childhood center

Child and Adolescent Mental Health

Providers can find funding to run FAST under domains of child and adolescent mental health, as FAST includes research-based components to improve child behavior and mental health. Likewise, FAST is family-based and helps to strengthen families, ultimately preventing child mental health issues.

Example sources that have funded FAST:

- **Lyons Township Mental Health Commission:** Enhances through coordination, evaluation, intervention, planning and funding, a comprehensive community-based system of mental health, developmental disabilities, substance abuse and prevention services for people who reside in Lyons Township.
- **County Mental Health:** Providers of FAST have received funding from county mental health agencies dedicated to preventing health issues.

“My daughter has been able to talk about things with me on an emotional and intellectual level. I’ve been able to take that opportunity to be really emotionally supportive and to show my daughter how to process her emotions and then what to do.”

—FAST Parent

General Advice: identifying, selecting and organizing grant opportunities

A preliminary list of strategies for identifying grants is listed below. In the process of searching for grants, start general and then add specifics from there. Attempt to use general descriptors of the grant you’re looking for. If the results seem overwhelming, or appear too extensive to sift through, narrow the search by being more specific regarding the type of funding you are looking for. For example, to narrow the search, include more descriptors in the key word search, or be more specific with regard to geographic region or type of funding (general operating, capital campaign etc.).

Which are the BEST funders for my organization?

When searching for a grantmaker that is the best match, there are a number of questions to consider:

- What is their average gift size?
- In what counties and cities do they prefer to give?
- To which types of organizations do they prefer to give?
- What causes do they fund most often?

Most of these questions can be answered by reading a grantmaker's 990 form. Here is a "how-to" on reading 990 forms by the Foundation Center: [Demystifying the 990-P](#).

What are their funding restrictions?

Here are some common restrictions to be aware of:

- Geography
- Type of organization they fund (may only fund 501c3 organizations)
- General operating expenses (not all funders provide this type of funding)
- Existing funding (some grant makers may not fund organizations that receive federal dollars or funding from the United Way)

Focus inward: What does your organization bring to the table? Why should a grantmaker choose your organization to support?

- What is your mission and does your project align with this mission?
- Do you have any connections to the funder/funding agency (if company, small business, foundation)?
- Do you know any other organizations or schools that have been funded by this funder and can you ask them about their experience?
- Does your program have the capacity and requisite staff to take on the project you are seeking to fund?

- Is your project sustainable?
- What plans do you have in place to continue the programming once funding ends?
- What is your history with taking on grant projects?
- Can you show that you have been successful in the past?
- Do you have letters of support from partners in your project, or with organizations who you have worked with in the past?

Once you find a number of grants, how do we move forward with taking them on?

- Find an effective way to organize your grants, such as by deadline, geographic location or program.
- Grant writing should be a team effort. Make sure you have the right people in the room to help you define the scope of the project and help you to envision how it would look in action once implemented.
- Get support from those you work with in prioritizing, and make sure your efforts always remain grounded by your mission.

Other Funding Resources:

- [GuideStar](#) (Free version, paid subscription): World's largest source of information on nonprofit organizations.
- [GrantSpace](#) (Registered user): Service from Foundation Center that provides tools and resources to help nonprofits become more viable grant applications and build strong, sustainable organizations.
- [Grantwatch](#) (Paid subscription): Helps identify available government and foundation grants and provides grant summaries.

FUNDING FAST® FAQ

1. How much does it cost to implement FAST®?

Costs to run FAST are higher during the first cycle at a particular site due to activity materials. However, subsequent cycles can see a decrease in cost by up to 50%. Team Training is \$5,045 and includes an onsite two-day training, three support visits during the duration of the program, and a one-day follow up training to prepare for future cycles, all conducted by a Certified FAST Trainer. Assuming your team remains at least 50% intact, subsequent cycles do not require team training, or the associated costs.

Evaluation is an integral part of the FAST Program, built into the structure of each cycle, and a great way to measure impact and report improvements as well as outcomes to stakeholders and funders. Initial evaluation costs are \$1,000 with the training, and start at \$1,125 for subsequent cycles (this number includes all licensing fees).

There are additional costs associated with running the program but these are incurred on a local level. These costs include a number of items, such as: program activity materials, general supplies, trainer travel, and stipends. Amounts budgeted for these items should be enough to run the activities to fidelity, but can be determined by the site. As such, these costs will vary depending on the local decisions made and connections within a school or community. Many sites may use volunteers or receive donations from local businesses, churches, or other organizations to save on costs. **Please [contact Families & Schools Together](#) before building your budget. We can send sample budgets, and talk through options and strategies with you to ensure a complete and accurate budget.**

2. What is included in Trainer Travel?

With decades of implementation experience, Families & Schools Together has seen the benefits of in-person, onsite training for teams implementing FAST around the country and the world. Our Certified FAST® Trainers are able to provide the highest level of training, coaching, and support by working with teams directly and on a personal level. The initial two-day training allows the Trainer to provide a comprehensive review

of the components, recruitment techniques, and evaluation processes. In a process improvement structure, the Trainer returns throughout the 8 - 10 weeks for three FAST Sessions to provide additional support to the team, help problem solve, and encourage growth and development among the team members. Finally, the Trainer returns to celebrate the accomplishments of the team, review and prepare for subsequent cycles, and to discuss the outcomes presented in the evaluation report.

Families & Schools Together values high caliber training in order to best ensure that children and families receive the highest quality support. **Please [contact Families & Schools Together](#) to talk about how much to budget for Trainer Travel for your site.**

3. How is FAST® sustainable?

There are several built-in ways in which community-based partners and FAST implementation partners can ensure sustainability of FAST in their community. The first method for reducing cost and ensuring sustainability is by sponsoring a trainer at the local level (generally called a Sponsored FAST® Trainer). When local nonprofits cultivate Sponsored FAST® Trainers, they essentially have an in-house FAST Trainer, and are then able to train future FAST Team Members at no cost. Since FAST is a holistic prevention and intervention program, it requires many key people to form the FAST Team—community-based partners, school partners, and parent leaders. If local nonprofits do not have a local trainer, it can be costly to replace Team Members who might move or change jobs. With a Sponsored Trainer, providers are able to retrain Team Members at no cost to continue running FAST with fidelity. With the capacity to train new Team Members at no cost, FAST will become more streamlined and cost-effective.

Regardless of whether community partners have a Sponsored Trainer, costs to run FAST can decrease by up to 50% after the first training cycle if the FAST Team has maintained fidelity and completed necessary training. This is because when Teams maintain fidelity by keeping Team Members, they no longer have to spend extra dollars to retrain. Reduced costs on future cycles helps build sustainability into the program structure.

A vision for FAST in a number of community-based settings has been to establish FAST as co-curricular and therefore part



and parcel to school communities and parent engagement programming. As parent engagement and prevention programming becomes the norm, school districts and charter schools are looking for specialized programs in the area of family strengthening and engagement. Currently, Families & Schools Together is working with a number of nonprofits who use FAST as their main tool for parent engagement, and are requiring that all families who attend their school participate in FAST. In doing so, FAST becomes a part of the fabric of the school community and sustainability is increased.

Once FAST becomes a part of the community, and schools forge and strengthen relationships with local businesses, FAST stakeholders are often able to procure donations, which support food for the family meal, kids time activities, and funding toward raffle baskets. By making connections with area businesses, FAST coordinators and stakeholders can cut the cost of materials necessary for running the program.

Another way to ensure sustainability is by ensuring that FAST Coordinators and graduate parents continue the positive benefits of FAST through FASTWORKS®, a two-year extension of the FAST Program. FASTWORKS not only helps to continue the benefits of FAST beyond the 8 weeks, it is also a platform for community organizing and parent leadership. Through FASTWORKS, parents are empowered to become community

leaders, establish connections with other community members, and support community change organically. FASTWORKS operates on a very low budget, with a goal to eventually become self-sustaining. Current FASTWORKS groups operating in other locales have advocacy groups that work to enact positive change within their school community.

4. How do you select and reach the children and families who would most benefit from FAST® programming?

FAST, unlike other evidence-based programs, consists of a team made up of trained local experts who are members of the community; each team must be a demographic match of the FAST participants. Using a respectful alliance and strengths-based model, FAST Team Members become cultural brokers supporting recruitment and retention by ensuring that families feel respected. Through home visits, FAST Team Members are able to reach families who are least likely to engage with the school. FAST understands the integral role of relationship-building in creating lasting, mutually-beneficial partnerships. Families hear about FAST through word-of-mouth and other informal social channels, supporting the recruitment and retention of families least likely to be involved at school.



5. How do you measure the overall impact of the FAST Program?

Please refer to the [FAST Logic Model](#) for an understanding of short, intermediate and long-term outcomes. Through the [evaluation process](#) Families & Schools Together is able to evaluate short-term and well as some intermediate outcomes directly after program implementation. We are also in the process of implementing a FASTWORKS® evaluation, which will help to increase our evaluation of intermediate outcomes. Because FAST is preventative, we look to increase protective factors and build resiliency in order to reduce the chance for long-term negative outcomes including, for example, school drop-out, or juvenile incarceration.

6. How does the organization Families & Schools Together, Inc. work with local providers to implement the program?

When a provider is prepared to begin a FAST Training Cycle, Families & Schools Together assigns a Certified FAST Trainer to work with the site to be trained. A Certified

FAST Trainer is someone who has served on a FAST Team, attended the FAST Training of Trainers and interned under the supervision of a Certified FAST Trainer Supervisor. This process is closely monitored and evaluated by Families & Schools Together to ensure program fidelity.

Additionally, Families & Schools Together fills training, evaluation and program material orders for FAST Providers and, at the end of a cycle, reviews and processes evaluation data to create an evaluation report which includes comprehensive outcomes for each FAST Cycle. Throughout the entire process, Training, Implementation and Evaluation, Families & Schools Together is available for ongoing support for the providers, teams and trainers. It is our responsibility to ensure that FAST is being implemented with high fidelity to produce the best outcomes for children and families.

7. What are the short, intermediate and long-term outcomes of FAST®?

Please refer to the [FAST Logic Model](#) for an understanding of short, intermediate and long-term outcomes.

8. How do I approach a funder?

One of the best ways to improve your chance at securing grant dollars is by getting to know staff at the foundation or [any other type of grantmaker from which you are seeking funding](#). After [identifying the grants](#) that seem most relevant to your organization, the next step, and sometimes the most arduous one, is finding contact information. Here are a few ways to find contact information for the foundations/grantmakers:

- The Private Giving databases mentioned [here](#);
- The funder's website; or
- A Funder's 990 Form (Can be found via [GuideStar](#) or [Foundation Directory Online](#)).

Generally speaking, it will be fairly obvious whether and how a grantmaker wants you to connect with them. If they would like to hear from you, they will provide the form of contact that is best for them, whether that is through e-mail, phone or letter.

In our fast-paced world, a letter may seem like the least convenient way to begin conversations on something that is so important. So, other questions to consider include:

- Who is on their board?
- Do I know anyone working for this grantmaker, and could they connect me with someone who I could speak with regarding our project?

If an e-mail is provided, make sure to write a concise, well-edited project description, and ask to set up a 10 minute meeting to speak about your grant project.

Again, the more a funder knows you, the better chance you will have at being awarded those funds.

10. When do I need to talk to Families & Schools Together and how can they help me in this process?

Families & Schools Together is available to help you at every step along the way. Our organization can provide information about program structure, implementation, and outcomes. We can provide recommendations and advice on gathering your community and school partners. We can provide assistance in budgeting, identifying funders, and approaching funders. Please don't hesitate to call (608-663-2382) or [email us](#) with any questions as you work to bring FAST to your community.



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