

Center  
for the  
Study  
of  
Social  
Policy

# Ideas Into Action

2010 Annual Report

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## Mission Statement

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To **create** new ideas and  
**promote** public policies that  
**produce** equal opportunities and better  
futures for all children and families,  
especially those most often left behind.

CSSP is committed to being an anti-racist organization, addressing inequities based on race, ethnicity, language capacity and more. All of its work focuses on better futures for *all* children and families.

# 2010 board

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Carol Wilson Spigner, CHAIR

Gary Walker

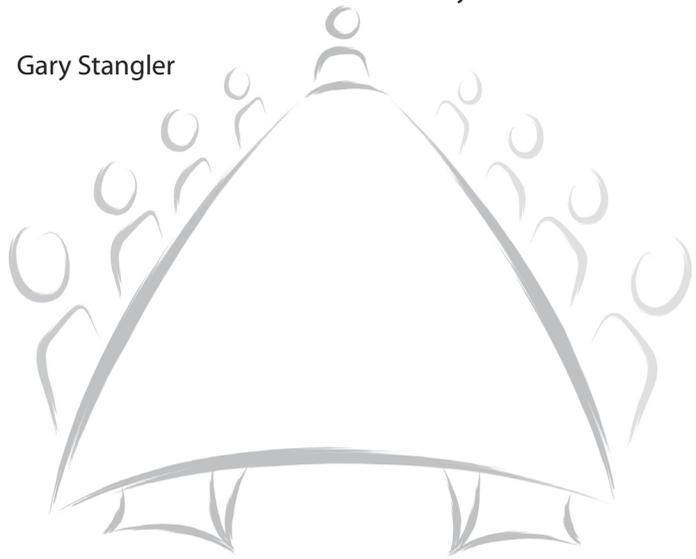
Robert Hill\*

Frank Farrow

Beatriz "BB" Otero\*

Judy Meltzer

Gary Stangler



*\*CSSP thanks Mr. Hill and Ms. Otero for their years of commitment and contribution to the organization and its work; 2010 was their last year of service on the board of directors.*

## Letter from the Board Chair

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The Center for the Study of Social Policy is a unique organization that develops and tests bold ideas in order to improve the circumstances of children and families. Our work is anchored in the belief that children thrive best in strong families, and families thrive best in strong communities. We recognize that many children, families and communities have not had the opportunities that promote growth, well-being and participation in civic life. To change this, our institutions and communities need to be challenged to provide better ways of serving and supporting families and children.

Under the wise guidance of its founding director Tom Joe, CSSP and its partners worked to: expand federal policies – like the Earned Income Tax Credit – for low-income families, improve child welfare services, develop community decision-making structures and build neighborhoods' capacity to serve residents holistically. This history of innovative ideas, action planning, implementation and evaluation has set the framework for what we do now. I have watched

this organization develop over the last 25 years as an employee, partner and now as a board member. The impact of past work has been significant and has changed the way many child serving systems and policymakers think about what needs to be done.

In 2010, CSSP worked to sharpen its vision and strengthen its partnerships with federal, state and local governments, communities and philanthropies. The Board of Directors takes great pride in the way CSSP pursues improvements for children, families and communities. We are deeply appreciative of the gifted leadership and talented staff who work every day to think through new and better ways of serving.

This report presents our current work and future directions.



Carol Wilson Spigner, M.S.W, D.S.W

# 2010 staff

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Nilofer Ahsan

Elizabeth Black

Phyllis Brunson

Gina Chaney

Lisa Cylar Miller

Mischa Dent

Amrit Dhillon

Frank Farrow

Juanita Gallion

James Gibson

Aysha Gregory

Charlyn Harper Browne

Rachel Joseph

Christie Katz

Molly Kenney

Judy Langford

Arlene Lee

Megan Martin

Jean McIntosh

Judith Meltzer

Oronde Miller

Sarah Morrison

Sarah Navarro

Susan Notkin

Martha Raimon

Kanchan Sakya

Gayle Samuels

Vanessa Scott

Bill Shepardson

Dorothy Smith

Myra Soto

Silviya Slavova

Mary Swilley

Denise Thompkins

Dan Torres

Laura Valles

Khatib Whaeed

Kristen Weber

[Senior Fellows](#)

Amy Fine

Mark Friedman

James O. Gibson

Lisbeth (Lee) Schorr

Bill Traynor

## Letter from the Leadership

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Ideas aren't hard to come by. People have them every day. It's how innovative concepts are translated into actions and how those actions affect the lives of families and communities that make real impact.

At CSSP, we're focused on one goal – **improving the well-being of children and families, particularly those who are the most vulnerable**. We work to create policies and practices that expand opportunities for every child, young person and family to be successful.

That goal means little without actions that help achieve it. Effective action, however, requires an understanding of the complex individual and community factors that create family well-being and establish the platform for change. Moving ideas into action also requires understanding current research, building new knowledge and working with others to promote solutions through public policy, system reform and community change.

This 2010 report highlights some of the powerful ideas to which we've committed and that we believe can produce better outcomes for children, youth, families and communities.

These include using our decade of helping programs for young children implement the Strengthening Families Protective Factors approach to develop a similar framework for older youth. We continue to

stress the importance of authentic involvement by community residents whose voice makes change effective and sustainable. Our long-standing emphasis on a results framework – which has new applications in the “next generation” of community change initiatives like Promise Neighborhoods – remains a priority. Last year we also continued our focus on equitable outcomes for all children – striving to identify points in child welfare systems where more effective practices, programs and policies can improve results for children and families of color.

In our efforts to translate ideas into action, we work with many partners, including like-minded national organizations, policymakers, researchers, advocates, community residents, government agencies and philanthropic leaders. We are also fortunate that CSSP has exceptional staff to carry on this complex work.

The ideas? Yes, those are important and we will continue to come up with them – both large and small. But as Thomas Edison said, “the value of an idea lies in the using of it.”

We thank you for your support over the years and as we engage in a new decade of change.



Frank Farrow Judith Meltzer

Frank Farrow

Judith Meltzer

Who  
WE ARE

What  
WE DO

Where  
WE WORK

CSSP's job is to think about things strategically and creatively. We continually look at the issues, research, circumstances and other factors that affect low-income children, youth, families and their communities. Then CSSP works to help people change policies and systems so the lives of people improve.

Working with government, philanthropic, private sector and community partners, staff develop new ideas, conduct research, promote policy solutions and provide technical assistance that supports policymakers, administrators and community-based organizations to:

- Use data for learning and accountability
- Build partnerships and coalitions to support change
- Promote community residents' ownership and leadership of the activities that affect their lives
- Implement effective policies
- Sustain financing for improving results
- Use communication strategies and policy advocacy to improve outcomes for vulnerable children and families

Based in Washington, D.C., CSSP works both nationally and internationally, with staff based in New York, Los Angeles, Oakland, Atlanta and the Seattle area. The majority of CSSP's domestic work focuses on low-income urban areas. Its international work continues to expand, helping other nations develop race equity agendas and community change efforts.

CSSP was founded more than 30 years ago by Tom Joe and Harold Richman. They envisioned a place that addressed injustice for the disenfranchised – whether disabled, poor or elderly. That commitment to securing equal opportunities and better futures for those who are most often left behind hasn't wavered.

CSSP focuses on results for children, families and communities. In 2011, CSSP will continue to use research, policy and technical assistance to help ensure that:

- Children are healthy
- Children enter school ready to learn and are prepared to succeed
- Youth are prepared to succeed as adults
- Children grow up in safe, supportive and economically successful families
- Communities have the resources and opportunities families need to succeed

Why  
WE DO IT

Where  
WE ARE GOING

## Addressing Disparity in New and Innovative Ways

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**F**ar too often, outcomes for children and families of color lag behind those for other children. CSSP is committed to changing this. To examining the role of equity with regard to race – and many other factors – in *all* its work.

Across program areas, CSSP works to change policies and practices that reinforce differential outcomes for people of color. Further, CSSP works towards solutions and initiatives that create and encourage the fair distribution of advantages, assets and benefits.

While a concern about race equity pervades all of our work, there are several areas where it is a central focus:

- The Alliance for Racial Equity in Child Welfare
- Institutional Analysis
- Analysis in Public Policy

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## Highlights

→ The **Alliance for Racial Equity in Child Welfare**, managed by CSSP with



multiple foundation and organizational partners, commissioned a synthesis of research on racial disparities and disproportionality in the child

welfare system. The work culminated at a National Symposium on Racial Disparities and Disproportionality in Child Welfare held during the summer of 2010. The synthesis identifies the issues where there is a preponderance of evidence regarding the presence and extent of racial disparities, and identifies those areas where more research is needed to further understand and rectify the problem of racial disparities in child welfare.

→ Last year, CSSP continued to develop its Institutional Analysis approach. Institutional Analysis is a series of tools used to understand and address orga-

nizational and structural contributors to poor outcomes for children and families involved in the child welfare, juvenile justice and other systems. It's also about helping agencies examine how they work effectively – or don't – to meet the needs of those in their care.

It was originally developed by Ellen Pence of Praxis International to examine how systems are set up to keep victims of domestic violence safe. CSSP and Pence have modified this process to understand why families of color often experience unequal outcomes in public child welfare systems. Institutional Analysis looks first at what a family needs, compares that with what the agency is designed to offer and identifies disconnects between the two as well as what strategies *are* working.

In 2009, Fresno County Department of Social Services in California decided

to participate in an Institutional Analysis. Fresno County's leaders believed that renewed efforts to improve outcomes for African American families receiving child welfare services would in turn benefit *all* families they serve. Like many other places across the country, African American children in Fresno County experience worse outcomes in the child welfare system than other children.

The final product, *Positive Outcomes for All*, includes CSSP's recommendations for change and an action plan that Fresno is now working to implement, were finalized in 2010.

➔ **Policy for Results**, a CSSP tool to help state policymakers, focused a portion of its work last year specifically



on addressing racial equity in child welfare services. A special section was added to the website that highlighted eleven states — California, Connecticut, Florida, Illinois, Indiana, Iowa, Massachusetts, Michigan, Minnesota, Texas and Washington — that addressed racial disparities and disproportionality through changes

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in legislation, administrative policies and practices.

The new section provided policymakers and child welfare administrators with information, tools and strategies to combat racial inequity through:

- Legislation, Policy Change, Finance Reform
- Youth, Parent and Community Partnership and Development
- Public Will and Communication
- Human Service Workforce Development
- Practice Change
- Research, Evaluation and Data-Based Decision-Making

Annie E. Casey Foundation • Black Administrators in Child Welfare • Casey Family Programs • Casey Family Services • Jim Casey Youth Opportunities Initiative • Marguerite Casey Foundation • National Council on Juvenile and Family Court Judges • Parents, Alumni, Youth and Community Development Network • Voices for Children

## Protecting Children and Strengthening Families

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CSSP's system reform work focuses on improving the wide network of formal and informal services that protect children and support their families. This includes direct changes to the government policies and practices that are responsible for child well-being to modifying the awareness, behaviors and actions of parents, caregivers, child care providers, schools and others who interact with children and youth throughout the course of their lives. Last year, that work was concentrated around:

- Promoting optimal development of young children and preventing child abuse, through *Strengthening Families*
- Promoting effective child welfare reform through monitoring and mediation in jurisdictions under court oversight as a result of class action litigation
- Assisting communities with resources to help parents secure jobs and achieve economic stability, while ensuring their young children are healthy and succeed in school
- Consulting with states and localities on changing practices, financing reform, strategic planning and building community partnerships

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## Highlights

- ↪ CSSP received a new three-year grant from an anonymous foundation to explore how child welfare partners can ensure that the developmental and well-being needs of older children and youth in foster care are met. Drawing on the research in child and youth development, resiliency, brain research and trauma studies, CSSP expects to develop a protective factors framework, develop strategies and curricula that child welfare can employ to address the developmental needs of youth in care and partner with several jurisdictions in developing and implementing strategies for helping youth in care thrive and be best prepared for connections to their family and community.
- ↪ As part of its role as a court-appointed monitor and technical advisor for **class action reform** work, CSSP

helped states generate some significant results last year, including:

- In New Jersey, no child under the age of 13 was placed in a shelter, clearly demonstrating that the department is limiting inappropriate placements for this younger age group. Also, the number of children placed out-of-state who have significant behavioral and mental health needs dropped from a high of 326 to 28 between 2006 and 2010. And, adoptions finalized within nine months of a child's placement in an adoptive home ranged from 81-95 percent, meeting the target goal of at least 80 percent.
- In Georgia, more children have been placed with siblings or in or near their home communities. Improvement has also been shown with regard to parent-child visiting, children achiev-

*Continued on page 17*

CSSP's Strengthening Families, based on a framework of five Protective Factors shown to promote optimal child development and reduce child abuse and neglect, continued to build momentum in 2010 – developing new partnerships and opportunities to spread the Strengthening Families approach.

Some of the 30 Strengthening Families state partners reported that significant resources were being put to good use expanding the approach in various states. Here is how some of the data broke down:

- **Investment:** \$37,981,075 was directly invested in Strengthening Families as well as \$5,991,964 in matching funds. Seven states invested more than \$1 million. Of the total direct dollars only \$7,294,776 or 19 percent came from traditional child abuse and neglect funding sources such as federal Community Based

Child Abuse Prevention program or Children's Trust Funds dollars, which indicates significant support from multiple sources.

- **Training:** 15,460 individuals were trained, totaling 67,738 hours of training provided.
- **Integration into state service systems:** Seventeen states reported that Strengthening Families is part of their Early Childhood Comprehensive Systems plan, funded through the Maternal and Child Health Bureau.

Seventeen states also reported that Strengthening Families is part of their federal Community Based Child Abuse Prevention request for proposal process. Thirteen states reported that Strengthening Families is part of their Early Childhood Quality Rating and Improvement System process, ensuring that early childhood programs create opportunities for parent engagement and family support.



Four states were selected by CSSP for the newly launched Action, Implementation and Momentum (AIM) Community, designed to expand and deepen implementation of Strengthening Families. The four initial states (Idaho, Massachusetts, Tennessee and Washington) entered a two-year partnership with CSSP to create a better understanding of how to gather evidence around Strengthening Families, reach more programs and deepen good practice. The goal is to project what is needed nationally to ensure that Strengthening Families is truly changing experiences for children and families while becoming a sustainable part of the programmatic and policy infrastructure in states.

Other Strengthening Families' accomplishments last year:

- In Illinois, the Department of Children and Family Services continued to implement Strengthening Families as the guiding mission of the department. Illinois continued significant investment in parent leadership, regional coordination of relationships with early childhood programs and integration into training for case workers, foster parents and differential response workers.
- CSSP helped develop and host elements of the federal Early Childhood 2010 national meeting, which showcased a variety of adaptations



of Strengthening Families. Held in Washington, DC, the meeting was attended by more than 1,200 practitioners, program directors and policymakers from all states, tribes and territories.

- In Los Angeles, California, a CSSP team continued to work with the First 5 LA/Partnerships For Families initiative as they adopted the Strengthening Families Approach for their funded local networks throughout LA County. A Parent Engagement Toolkit incorporating Strengthening Families principles and strategies was co-designed with parent leaders and grantees to help other communities better engage and support parents as key partners in collaboratives. CSSP also helped build capacity by providing technical assistance for local facilitators in First Five LA's five-year, place-based Best Start strategy.

- Along with the National Alliance of Children's Trust and Prevention Funds, CSSP offered recommendations to the National Prevention, Health Promotion and Public Health Council on the draft vision, goals and strategic directions of its National Prevention Strategy. Recommendations included adding core components that support Healthy Child Development, Safe, Stable and Nurturing Environments for Children and Their Families and Strong Community-Based Opportunities for Families to Build Protective Factors. CSSP was pleased to see that subsequent recommendations included language based on the Protective Factors, reflecting the comments submitted.
- Protective Factors were mentioned in the American Academy of Pediatrics Child Maltreatment Prevention Guidelines, issued for preventing child maltreatment by strengthening families and enhancing child development. These recommendations were published in the October issue of *Pediatrics*. The Academy report describes how pediatricians can identify family strengths and risk factors, facilitate better family relationships and provide appropriate guidance and referrals.



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## Highlights continued

ing permanency within 12 months and timely permanency hearings.

- In Tennessee, 80 percent of children in foster care are being placed in family settings as opposed to group homes and residential treatment centers.

↪ The CSSP-led **Quality Improvement Center on Early Childhood(QIC-EC)**,



established to develop, disseminate and integrate new knowledge on promoting optimal development and reducing the likelihood of abuse and neglect of young children from birth to age five, provided two-year doctoral dissertation grants to two QIC Fellows and continued to support the work of four research project grantees (Project DULCE, Family Networks, Fostering Hope and Strong Start). Grantees began recruitment and data collection in 2010 that will yield new instruments to measure the impact of Strengthening Families and collaborative work to build Protective Factors.

↪ Last year, CSSP continued to develop significant child welfare work in Los Angeles, aligned with the Strengthening Families implementation. This work spans several of CSSP's focus areas. With CSSP's assistance last year:

- Los Angeles County DCFS com-

BUILD Initiative • California Strengthening Families Roundtable • Chapin Hall Center for Children • Child Welfare Information Gateway • Child Welfare Policy and Practice Group • Department of Agriculture (Extension Service) • Department of Defense (Family Advocacy Program, New Parent Support Program) • Department of Health and Human Services: Administration on Children and Families (ACF), Administration on Children Youth and Families (ACYF), Children's Bureau, Office on Child Abuse and Neglect, Office of Head Start, Office of Child Care, Maternal and Child Health Bureau, Substance Abuse and Mental Health Services Administration (SAMHSA), Centers for Disease Control and Prevention • FRIENDS National Resource Center • Los Angeles Partnership for Early Childhood Investment • National Alliance of Children's Trust and Prevention Funds • National Council on Juvenile and Family Court Judges • Parents as Teachers • The Finance Project • United Way Worldwide • Western and Pacific Implementation Center • ZERO TO THREE

## SYSTEM REFORM Cont.

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### Highlights continued

pleted the first year of a three-year systems change project and technical assistance plan supported by the Children's Bureau and the Western and Pacific Implementation Center to improve stakeholder involvement and to align strategic and operational decisions with solid data analyses.

- The Los Angeles' Unified School District began integrating the Strengthening Families approach into school-based early care and education programs and multi-disciplinary family support teams.
- Los Angeles County continued to further its implementation of Linkages, a statewide effort to integrate child welfare and public assistance programs. The county is developing new protocol to serve "family maintenance" families, defined as intact families who are not receiving family preservation services.

## Better Results for Kids and Families Through Research-Informed Policy

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CSSP believes that policymaking should be based on achieving concrete results that lead to improved outcomes for children and families. It helps policymakers achieve these goals through two tools: PolicyforResults.org and Policy Matters.

The website PolicyForResults.org provides state policymakers and other decision-makers with high-quality research and evidence to craft policies that will make measurable differences for children and families by providing guidance on maximizing federal resources during tough fiscal times and highlighting state examples of effective policies and financing approaches.

The website has a special focus on how to use resources wisely in tough fiscal times, closing achievement gaps and promoting race equity through public policy.

CSSP's Policy Matters reports are used by policymakers, advocates and government officials at the local, state and federal level to develop and strengthen child and family policy. Reports focus on policy options in the areas most important to families' stability and success: employment, income and asset growth, health, education and healthy family relationships.





TEN YEARS AGO, I challenged my colleagues to see how we could achieve a transparent and efficient government. I knew the answer was using Results-Based Accountability to set goals and measure performance. Today, we're implementing this framework across all the state agencies in the budget process, something that will help us see what programs are working and which aren't – and make critical budget decisions accordingly. What we spent a decade working on in Connecticut is actually something any policymaker can do using PolicyforResults.org. The site provides specific results-based tools, resources and policy solutions. It's an ideal way for legislators to make smart, budget-conscious decisions that continue to help those who need it most, particularly in difficult budget times. I only wish the site had been around a decade ago!

~ Diana Urban  
Connecticut State Representative  
One of Governing Magazine's  
2010 Public Officials of the Year

## PUBLIC POLICY Cont.

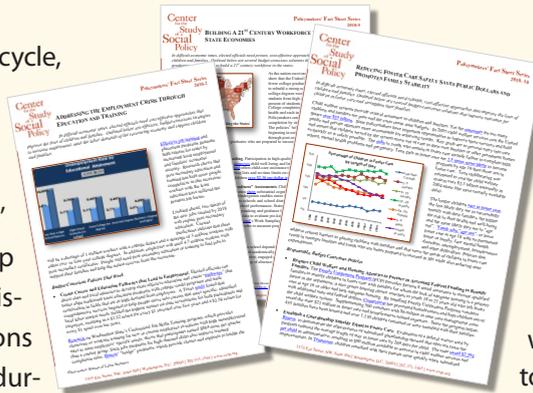
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### Highlights

- Last year, PolicyforResults.org continued to provide relevant, new content directed at policymakers. All the new information took into account the tough economic climate and how legislators could preserve critical services for children and families. The new content developed last year was in the areas of: teen pregnancy, transition-aged youth, high school completion, child abuse and neglect and childhood obesity and prisoner re-entry.
- CSSP also uses social media to disseminate current policy information. Since January 2010, the blog was visited by visitors from 34 countries and 48 states. Most come from state, county and city government, foundations and nonprofits, the U.S. House of Representatives, the U.S. Senate, the U.S. General Accounting Office and the National Conference of State Legislators.
- CSSP has been working with First Focus, a national bipartisan advocacy organization dedicated to making children and families a priority in federal policy and budget decisions, to develop an approach that emphasizes child well-being results and high standards of excellence in policy and practice to create opportunities for innovation by child welfare agencies.

During the 2010 election cycle, CSSP developed a series of issue briefs dedicated first to candidates and then to the newly elected. Policymakers' Corner is designed to help new governors and state legislators make the best decisions for children and families during times of sluggish tax revenues and a safety net strained by the newly unemployed. The research used supports strategies that focused on three interlinked priorities: **education, employment and reducing barriers to jobs**. The briefs concentrated on how to set a state's economy in the right direction through responsible investments in family economic success, healthy child development, education and training, with an emphasis on policies that are economical or supported through federal funding. The series presents a range of proven, cost-effective policy approaches that relies on the following principles:

- **Protect the most vulnerable.** Recessions sharply increase unemployment, homelessness and hunger. Funding benefits and services for people who need them most minimizes human suffering and reduces future costs to the state.
- **Focus on results.** Focusing on measurable re-



sults can help set priorities and guide decisions about the best use of scarce resources.

- **Maximize return on investment – over the short- and long-term.** Especially when money is tight, it pays to invest in cost-effective services, programs and policies that provide immediate benefits for children and families and that keep paying as children grow into productive adults.
- **Stimulate the economy by investing in children and families.** Providing financial support to struggling families who will immediately spend it on necessities both quickly injects money into the economy and benefits those most likely to be hurt by the economic downturn.
- **Strengthen community resources.** By investing in local assets, policymakers can strengthen neighborhoods, spur local innovation and problem solving and tap the capacity of communities to prevent the need for more extensive assistance.
- **Seize the opportunity for reform.** When budgets are tight, it is easier to develop political consensus to eliminate well-intentioned but ineffective programs that do not help vulnerable children and families.

# partnerships

Attendance Counts • Center for Law and Social Policy • Child and Family Policy Center • Child Focus • Children's Defense Fund • First Focus • Georgetown Center for Juvenile Justice Reform • HCM Strategists • Jim Casey Youth Opportunities Initiative • Leadership for Healthy Communities • Maryland Budget and Tax Policy Institute • National Center for Children in Poverty • National Conference of State Legislators • National Governors Association • National Kids Count Network • The National Campaign to Prevent Teen and Unplanned Pregnancy

## PUBLIC POLICY Cont.

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### Highlights continued

The purpose is to incentivize excellence in child welfare practice by creating and expanding on successful or promising reform efforts that target specific foster care populations, including older youth in care, pregnant or parenting teens and children under the age of five.

The premise for this initiative is that a significant impact can be achieved through modest funding coupled with strong incentives, access to funding flexibility, strong inter-agency partnerships and shared accountability that supports innovation linked to results.

↪ Relationships are key in CSSP's policy work. Last year, staff helped several federal agencies by sharing lessons learned in order to help develop new initiatives and strengthen existing ones. Work was done with the U.S. Department of Housing and Urban Development and the U.S. Department of Agriculture. Items included how to use results-based accountability, as well as how the Supplemental Nutrition Assistance Program – Employment and Training Reimbursement Program has and can assist low-income individuals develop skills, begin a career path and leverage other programs.

## Investing in Neighborhoods and Helping Residents Find Their Voice

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CSSP believes that lasting change requires that individuals have the power to influence and shape what happens in their communities. That means combating poverty by using a multi-generation approach that ensures children are healthy and prepared to read proficiently by third grade and that their parents are connected to good jobs, secure assets, high quality education and have opportunities for civic engagement and leadership. Goals include:

- Educating community residents to be effective consumers, securing better goods and services for themselves and their neighborhoods
- Building community infrastructure and capacity to make sustained changes
- Promoting and creating pathways for healthy development and school success for children through place-based initiatives
- Joining with international organizations to share innovations and knowledge across national boundaries



## Highlights

↪ With the CSSP and the Annie E. Casey Foundation's ***Making Connections*** 10-year, place-based work coming to an end, CSSP continued to support sites with the transition to sustain work through other funding sources. The main focus was on helping sites think about sustaining and scaling up their strategies over time. That entailed continued technical assistance to identify and draw-down federal, state and local funding sources.

↪ **Responsible Redevelopment** is an approach to redeveloping blighted urban communities that combines economic, community and human development strategies to provide area residents, businesses and the surrounding communities with the maximum benefit from the revitalization efforts. CSSP, supported by long-time partner the Annie E. Casey Foundation, provided technical assistance for responsible redevelopment efforts in Camden, New Jersey, last year.



*Public meeting for park planning in Camden, New Jersey.*



*Camden, New Jersey*

Using lessons learned from *Making Connections*, CSSP has helped influence policy and funding opportunities at the federal level that impact neighborhood level strategies to combat poverty. For example, in late 2009, CSSP developed in partnership with PolicyLink and the Harlem Children's Zone (HCZ), *Focusing on Results in Promise Neighborhoods: Recommendations for the Federal Initiative*, which proposed a strong results framework for local initiatives. In the spring of 2010, CSSP joined PolicyLink and HCZ as an organizational partner in the **Promise Neighborhoods Institute at PolicyLink** (PNI).

CSSP, drawing from its place-based experience, helped develop content for the PNI website to help communities think about how they developed their initial applications for federal Promise Neighborhoods funding. In 2010, CSSP's work through PNI included:

- Providing resources for the website for communities engaged in building promise neighborhoods



Photo Credit: Dwayne Marsh

*Heather Higginbottom, Deputy Assistant to the President and Deputy Director of the White House Domestic Policy Council, speaks to Promise Neighborhoods federal grantees.*

- Developing tools, like a needs assessment, for grantee visits
- Participating in grantees meetings in Washington, D.C.
- Providing technical assistance to PNI's Intensive Learning Partnership, which convened in December

### Highlights continued

For more than a decade, the investment strategy in Camden has been to develop the capacity of local partners to move forward on redevelopment of portions of the city. A significant focus on building human capital has been part of that strategy.

CSSP will continue to provide technical assistance in Camden in the coming years, as well as supporting efforts in San Diego and New Orleans.

→ A large part of the sustainability with *Making Connections* sites has been achieved through the **Financing Community Change** work. CSSP used various tools to provide ongoing analysis and technical assistance on understanding, applying for and accessing several federal funding opportunities, including the Promise Neighborhoods program, Investing in Innovation, Choice Neighborhoods, Sustainable Communities, TANF Emergency Contingency Funds and

the Supplemental Nutrition Assistance Program, Employment and Training Program. All of the *Making Connections* sites CSSP assisted obtained new federal resources.

→ Financing Community Change resources include a blog and information/assessments of opportunities for communities to support place-based work. Last year, CSSP made more information accessible to communities at large. The Investing in Community Change blog is updated with information about funding opportunities from the federal government and national foundations and information and guidance about how communities can leverage/influence policy and funding opportunities. In line with this work, CSSP also joined the Coalition to Promote Access and Opportunity, whose mission is to share and publicize best practices, identify federal opportunities and promote

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policy reforms that will strengthen the safety net for low-income families by removing barriers to participation.

↪ Last year, CSSP defined **Constituents Co-Invested in Change** as its signature approach to resident and community engagement by promoting co-creation and investment as defining elements.

↪ In 2010, CSSP also began producing its “Real Time Lessons Learned Series,” a collection of papers that draw on the experience of The Annie E. Casey Foundation’s place-based work, particularly the *Making Connections* initiative, to share information, strategies, evidence and ideas that can assist the federal government and private sector and philanthropic efforts to improve results for children, youth and families. Currently issues briefs have been provided on: *Communities of Practice to Achieve Results in Promise Neighbor-*

*hoods; Potential Roles of Intermediaries in Promise Neighborhoods, Service Coordination to Achieve Results in Promise Neighborhoods and Building an Organizational Learning Agenda.*

↪ The **Parent, Alumni, Youth and Community Development** work continued to build, with CSSP connecting parents to its work with *Rise Magazine* to help draft a Parents Bill of Rights for those involved in the child welfare system.

↪ CSSP continued to work globally as part of its **International Learning** work. Last year, staff presented to the Council of Europe on CSSP’s work and theory of change and were also invited by the council to provide technical assistance to the Intercultural Cities initiative.

## COMMUNITY CHANGE PROFILE ON CUSTOMER SATISFACTION

CSSP's Customer Satisfaction Project is aimed at transforming low-income residents in vulnerable communities into empowered consumers who demand quality services. It had the following successes last year:

- In Atlanta, the Consumer Advocacy Group launched, which included members of the group being sworn in by a Georgia Supreme Court judge and state representative Kathy Ashe issuing a proclamation to the advocacy group and the Customer Satisfaction Network.
- Building on previous work in Montgomery County, last year CSSP provided technical assistance to the local government, Impact Silver Spring and local nonprofits to help facilitate the creation of Montgomery County's Neighborhood Opportunity Network.



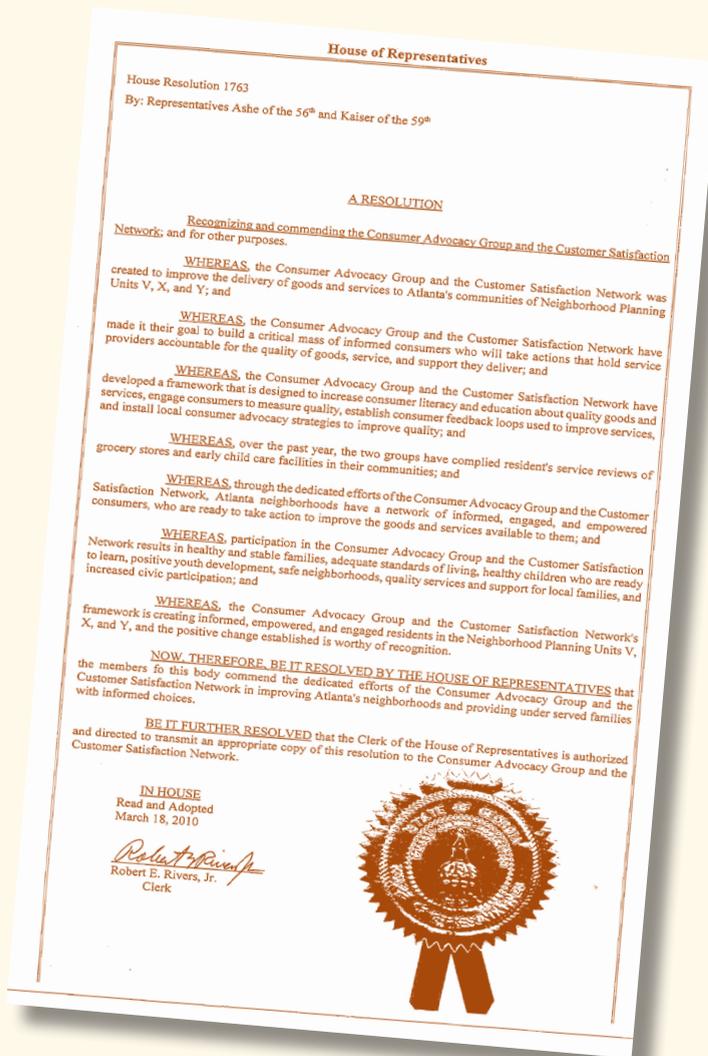
AS CSSP continues to develop the Customer Satisfaction work, several key learnings have emerged, including:

- When residents act as customers, they become more astute about their rights as well as their own responsibility to change their circumstances.
- Educating residents about service expectations and high standards and seeking their opinions, bolsters self-confidence. It helps individuals realize that even with relatively little money, they deserve quality services and have the right to seek redress if they are not getting them.
- It is initially a challenge for public sector workers to see clients as consumers with rights instead of people in need who should be “happy with whatever they get.” However, when the shift is made, everyone benefits.
- Agencies and businesses that initially show little interest in customer feedback begin engaging with consumers once their services, and those of their competitors, are ranked and assessed.

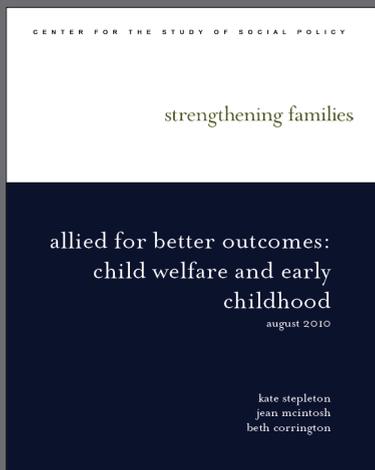
*Members of Atlanta's Consumer Advocacy Group with state proclamation presented by state representative Kathy Ashe.*

# partnerships

Annie E. Casey Foundation and its Atlanta Civic Site • Catholic Charities • Central Indiana Community Foundation • City of Providence • City of San Antonio Department of Community Initiatives • Consumers Union • Edgewood School District • Family Services • Federal Neighborhood Revitalization Initiative • First 5 LA • Foundations, Inc. • Harlem Children's Zone • John Hope Settlement House • Lawrence Community Works • Los Angeles Neighborhood Revitalization Initiative Workgroup • Mile High United Way • Montgomery County Department of Human Services • Network Center for Community Change • PolicyLink • The Finance Project • United Neighborhood Centers of America • White Center Community Development Association

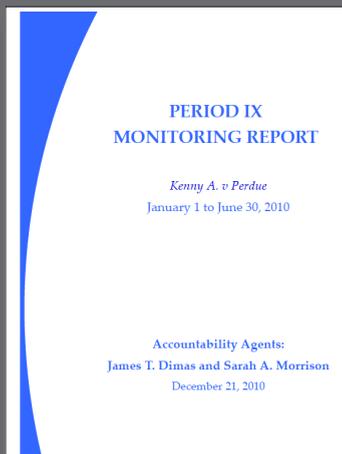
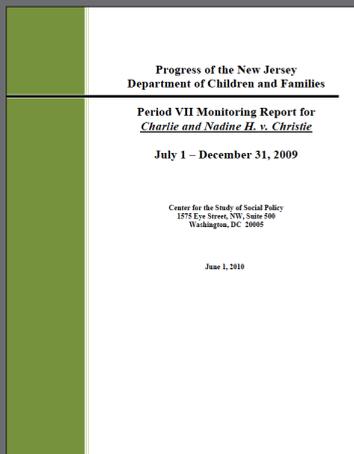


- When organizations adopt a customer focus, workers are more successful in their jobs as feedback allows them to be more precise in meeting families' needs.
- Customer aligns residents' insight, voices and activism with agency resources to improve service quality and achieve better results for all.



## Allied for Better Outcomes: Child Welfare and Early Childhood

This paper summarizes initial exploration and implementation of state partnerships between child welfare and early childhood systems to address the developmental needs of the youngest and most vulnerable children involved with the child welfare system. The approach includes using the Strengthening Families Protective Factors framework to develop common goals and language across systems, to engage early childhood staff, case worker, foster families and biological families in an effective partnership around fostering the optimal development of these young children.



## Class Action Reform

### *Charlie and Nadine H. v. Christie*

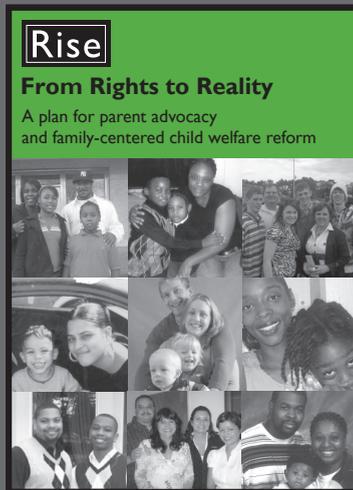
The eighth monitoring report released by CSSP describing progress New Jersey has made towards compliance with a Modified Settlement Agreement of the class action litigation aimed at improving the state's child welfare system. CSSP independently assesses New Jersey's compliance with the goals, principles and outcomes of the settlement agreement.

### *Kenny A. v. Perdue*

Every six months, Sarah A. Morrison, a senior associate at CSSP, and James T. Dimas, a private consultant, are responsible for producing public reports on the consent decree for the Kenny A class action lawsuit. The report highlights how Georgia, under the consent decree, is achieving and sustaining 31 outcomes as well as maintaining certain practice standards with respect to the children in the custody of the DeKalb and Fulton County Departments of Family and Children Services. These practice standards relate to needs assessment, service planning, placement experience, health care, investigation of maltreatment allegations concerning children in foster care and court reviews and reporting.

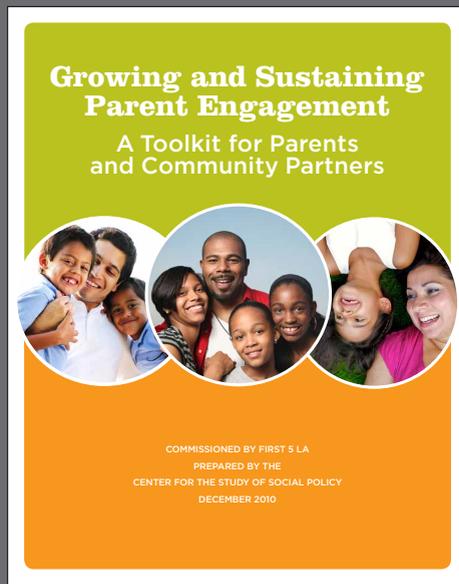
## Customer Satisfaction

Four resources were published for the community about this work. In addition to a basic overview of the Customer Satisfaction Project, guides on creating authentic demand for high quality goods, services and supports; basic tips on strengthening children up to age four and shopping with knowledge, tips for customers' nutritional shopping were also published and disseminated.



## From Rights to Reality

CSSP worked with Rise Magazine, written by parents involved in the child welfare system, to develop From Rights to Reality: A Plan for Parent Advocacy and Family-Centered Child Welfare Reform. This “bill of rights” provides 15 rights parents being investigated by the child welfare system have. They range from having the right to not lose one’s child because of poverty to the right to have frequent, meaningful contact with one’s child.



## Growing and Sustaining Parent Engagement

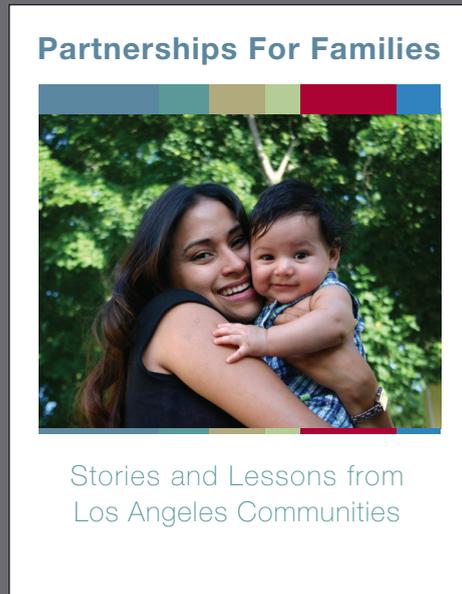
A Toolkit for Parents and Community Partners



COMMISSIONED BY FIRST 5 LA  
PREPARED BY THE  
CENTER FOR THE STUDY OF SOCIAL POLICY  
DECEMBER 2010

### Growing and Sustaining Parent Engagement: A Toolkit for Parents and Community Partners

First 5 LA/Partnerships For Families initiative adopted the Strengthening Families Framework and authorized development of a Parent Engagement Toolkit for engaging parents more broadly.



## Partnerships For Families



Stories and Lessons from Los Angeles Communities

### Partnership for Families

A case study conducted by CSSP for First Five LA, the Los Angeles County funder for comprehensive early childhood services examining the development and success of the Partnerships for Families program in building neighborhood capacity to strengthen families and keep children safe.

**Positive Outcomes for All:**  
*Using An Institutional Analysis to Identify and Address  
African American Children's Low Reunification Rates  
and Long-Term Stays in Fresno County's  
Foster Care System*

Center for the Study of Social Policy  
1575 Eye Street, NW, Suite 500  
Washington, DC 20005

October 2010

## Positive Outcomes for All

This report examines the experiences of African American children and their families in Fresno County, California. Like many other places across the country, families in Fresno have been disproportionately represented in the child welfare system for decades. Specifically, African American children in the county are more likely to be removed from their homes and experience longer stays in foster care. In 2009, Fresno County DSS decided to participate in a study developed by CSSP and Praxis International known as Institutional Analysis, which seeks to understand and address why children and families involved in the child welfare, juvenile justice and other systems face poor outcomes. Along with the findings, the final report includes an action plan developed by Fresno County to address the recommendations made by CSSP.

**Supporting the Economic Well-Being of Families:  
Opportunities for Communities in the Federal Budget**

Finding solutions to the loss of more than eight million jobs since the recession began at the end of 2007 is central to national economic recovery efforts. President Obama's proposed FY 2011 budget, which builds on investments made through the American Recovery and Reinvestment Act (ARRA), allocates significant resources to increase employment. While the infusion of resources is an important source of support for local employment efforts, job placement programs alone are not enough to ensure families' economic well-being. In the communities most impacted by unemployment and concentrated poverty, the multiple needs of individuals make obtaining and maintaining employment that supports families a significant challenge. This challenge is compounded by continuing racial disparities in employment and earnings, which the current recession has only deepened.

The experiences of communities that are working to improve results for families living in neighborhoods of concentrated poverty suggest that these challenges can be addressed successfully. However, the task requires creative use of federal dollars to focus on individuals, families and the places in which they live. The task also requires ensuring more equitable access to services, supports and opportunities for advancement. This brief focuses on the importance of family, place and equity in increasing the economic well-being of individuals and families, particularly in the context of the current economic recession, and provides examples of how communities can continue to maximize federal funding opportunities to advance neighborhood level strategies.

**The Current State of Economic Well-being**

Working to ensure more equitable results for low-income families and families of color isn't just the right thing to do, it's good policy. These efforts are even more critical to sustaining the

**Overview**

The economic recession has significantly impacted communities across the country, with the rates of unemployment and poverty reaching their highest in decades. Increasing the country's economic security necessitates not just a focus on individuals but also a focus on families, communities and continued attention to equity. Many communities are working to improve results for individuals and families by creatively leveraging federal dollars to build economic security through interventions at the neighborhood level. Effective interventions include:

- providing integrated wrap around services that respond to the needs of individuals and families
- building effective partnerships at the local level
- developing capacity at the local level to ensure accountability
- aligning funding and policy with what works

Through examples of local community practice and analysis of priorities in the proposed FY 2011 budget, this brief explores how communities can continue maximizing federal funding opportunities to advance neighborhood level strategies.

**Highlights of the proposed FY 2011 budget include:**

- a \$321 million Workforce Innovation Fund
- close to \$300 million of DOL's budget goes towards education and training
- increases in funding to the Green Jobs Innovation fund (\$55 million) and the YouthBuild program (\$120 million)

## Supporting the Economic Well-Being of Families: Opportunities in the Federal Budget

Using examples of local community practice and analysis of priorities in the proposed FY 2011 budget, this brief explores how communities can continue maximizing federal funding opportunities to advance neighborhood level strategies.

Center for the Study of Social Policy Audited **Statements of Financial Position\***

*Full financial statements are available by contacting Center for the Study of Social Policy at 202.371.1565.*

<b>December 31,</b>	<b>2010</b>	<b>2009</b>
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	\$ 4,414,434	\$ 1,750,107
Investments	4,792,194	4,558,827
Grants and contracts receivable	2,004,798	1,623,518
Prepaid expenses	151,820	223,223
<b>TOTAL CURRENT ASSETS</b>	<b>11,363,246</b>	<b>8,155,675</b>
<b>PROPERTY AND EQUIPMENT, net</b>	<b>211,918</b>	<b>24,242</b>
<b>CASH SURRENDER VALUE OF LIFE INSURANCE</b>	<b>315,157</b>	<b>275,388</b>
<b>DEPOSITS</b>	<b>54,840</b>	<b>129,463</b>
<b>TOTAL ASSETS</b>	<b>\$ 11,945,161</b>	<b>\$ 8,584,768</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued expenses	\$ 737,500	\$ 579,261
Grants payable	923,148	
Accrued vacation	280,054	282,564
Deferred revenue		2,370
Deferred rent, current portion	23,107	
Refundable advances	3,621,121	1,592,769
<b>TOTAL CURRENT LIABILITIES</b>	<b>5,584,930</b>	<b>2,456,964</b>
<b>DEFERRED RENT, net of current portion</b>	<b>322,930</b>	
<b>DEFERRED COMPENSATION</b>	<b>315,157</b>	<b>275,388</b>
<b>TOTAL LIABILITIES</b>	<b>6,223,017</b>	<b>2,732,352</b>
<b>UNRESTRICTED NET ASSETS</b>	<b>5,722,144</b>	<b>5,852,416</b>
<b>TOTAL LIABILITIES and NET ASSETS</b>	<b>\$ 11,945,161</b>	<b>\$ 8,584,768</b>

*\*Audit performed by McQuadeBrennan, LLP*

Center for the Study of Social Policy **Statement of Activities\***

<b><i>For the Year Ended December 31,</i></b>	<b>2010</b>	2009
<b>SUPPORT AND REVENUE</b>		
Grants and contracts	<b>\$ 11,763,585</b>	\$ 10,342,756
Investment income	<b>226,031</b>	353,392
Conference registration fees		71,900
Sublease rent	<b>1,100</b>	55,701
Publication income	<b>14,091</b>	14,142
Other income	<b>300</b>	4,973
<b>TOTAL SUPPORT AND REVENUE</b>	<b>12,005,107</b>	10,842,864
<b>EXPENSES</b>		
Program services:		
Child and Family Well-being and Public System Reform	<b>6,014,139</b>	5,667,776
Building Strong Communities, Promoting Community Change, and Building Capacity for Resident and Field Leadership	<b>3,550,208</b>	1,966,370
Influencing Local, State and Federal Policy	<b>371,661</b>	502,837
International Work	<b>173,291</b>	472,015
Program services	<b>10,109,299</b>	8,608,998
Fundraising	<b>160,636</b>	174,840
Management and general	<b>1,865,444</b>	1,911,181
<b>TOTAL EXPENSES</b>	<b>12,135,379</b>	10,695,019
<b>CHANGE IN NET ASSETS</b>	<b>(130,272)</b>	147,845
<b>UNRESTRICTED NET ASSETS, BEGINNING OF YEAR</b>	<b>5,852,416</b>	5,704,571
<b>UNRESTRICTED NET ASSETS, END OF YEAR</b>	<b>\$ 5,722,144</b>	\$ 5,852,416

*\*Audit performed by McQuadeBrennan, LLP*

*The 2010 net loss of \$130,272 was for board approved expenditures from CSSP's reserve fund for investment in organizational capacity.*

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Annie E. Casey Foundation

Arthur M. Blank Family Foundation

Aspen Institute

Centers for Disease Control and  
Prevention

District of Columbia Child and Family  
Services Agency

Doris Duke Charitable Foundation

Fairfax County Juvenile and Domestic  
Relations District Court

First 5 LA

Jim Casey Youth Opportunities  
Initiative

Marguerite Casey Foundation

New Jersey Department of Children  
and Families

State of Connecticut Department of  
Children and Families

State of Georgia Department of  
Human Services

State of Maryland Department of  
Human Resources

State of Tennessee Department of  
Children's Services

The California Endowment

The California Wellness Foundation

U.S. Department of Health and Human  
Services Administration for Children  
and Families

W.K. Kellogg Foundation





Center  
for the  
Study  
of  
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