

# *Achieving* Equity & Impact

Center  
for the  
Study  
of  
Social  
Policy

2015

ANNUAL REPORT



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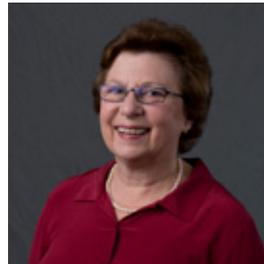
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# Advancing Solutions for Equity from Cradle to Community



Parents want to tell children that with a little hard work and determination, they have the opportunity to succeed in life. But increasing inequality—in opportunities and outcomes—has made the American Dream more difficult to attain for many, and out of reach for some who happen to be born in the wrong place.

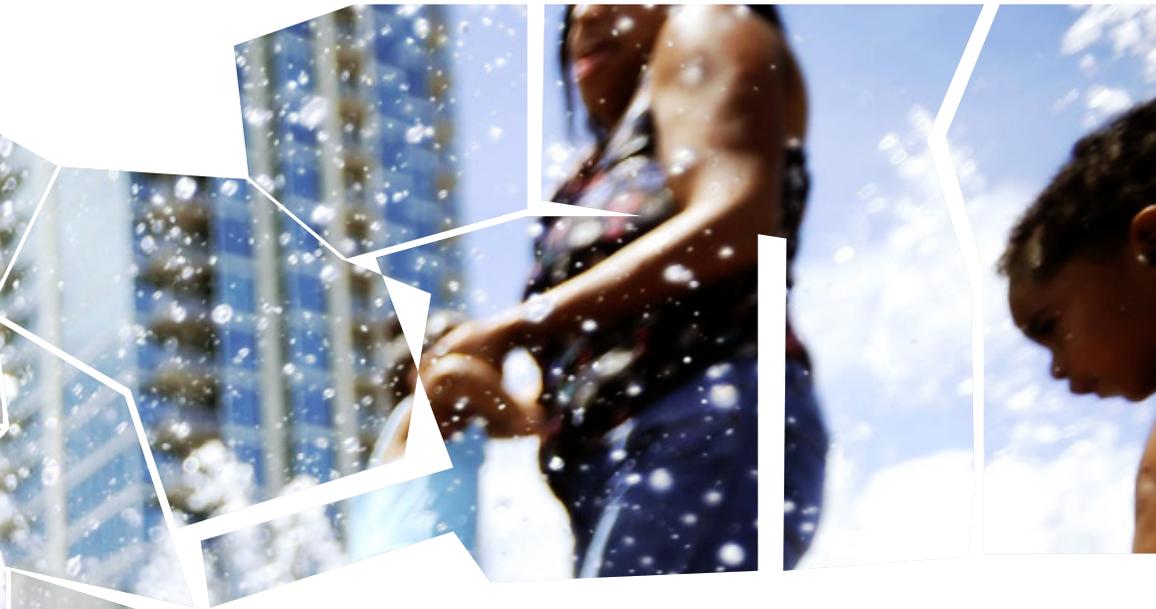
Disadvantage begins early in life. The inequities that children face in their early years, sometimes amplified by the traumas they experience, contribute to a large social gap that will not diminish over time unless there are significant investments in core supports and more positive experiences to promote well-being. Our public systems, despite missions to the contrary, are too often inadvertent contributors to that gap. CSSP works to transform those systems, public policies and community interventions so that they are effective helpers, rather than hindrances of good outcomes and positive futures.

While we have long worked with child welfare, education, juvenile justice and other systems that impact children, youth and families, we spent much of 2015 building a team of people with strong expertise and experience

in what it takes for young children and their families to thrive in the communities in which they live. Our new **Young Children and Their Families** team has set off to formulate new ideas and to advocate for community strategies and federal, state and local policies that can make a positive difference in the lives of our youngest and frequently most at-risk citizens and their families. Key to this work are: the **Early Childhood Learning and Innovation Network for Communities** (EC-LINC); new work related to preventing and mitigating the effects of toxic stress on young children; participation in a new federal resource center focused on parent and community engagement in early care and education; and our longest-standing early childhood project, Strengthening Families. Each of these bodies of work focuses on supporting families and their young children by helping communities to create the conditions necessary for all children to thrive.

Just as we know investments in early life are essential to helping children grow up to lead healthy, productive lives, we know





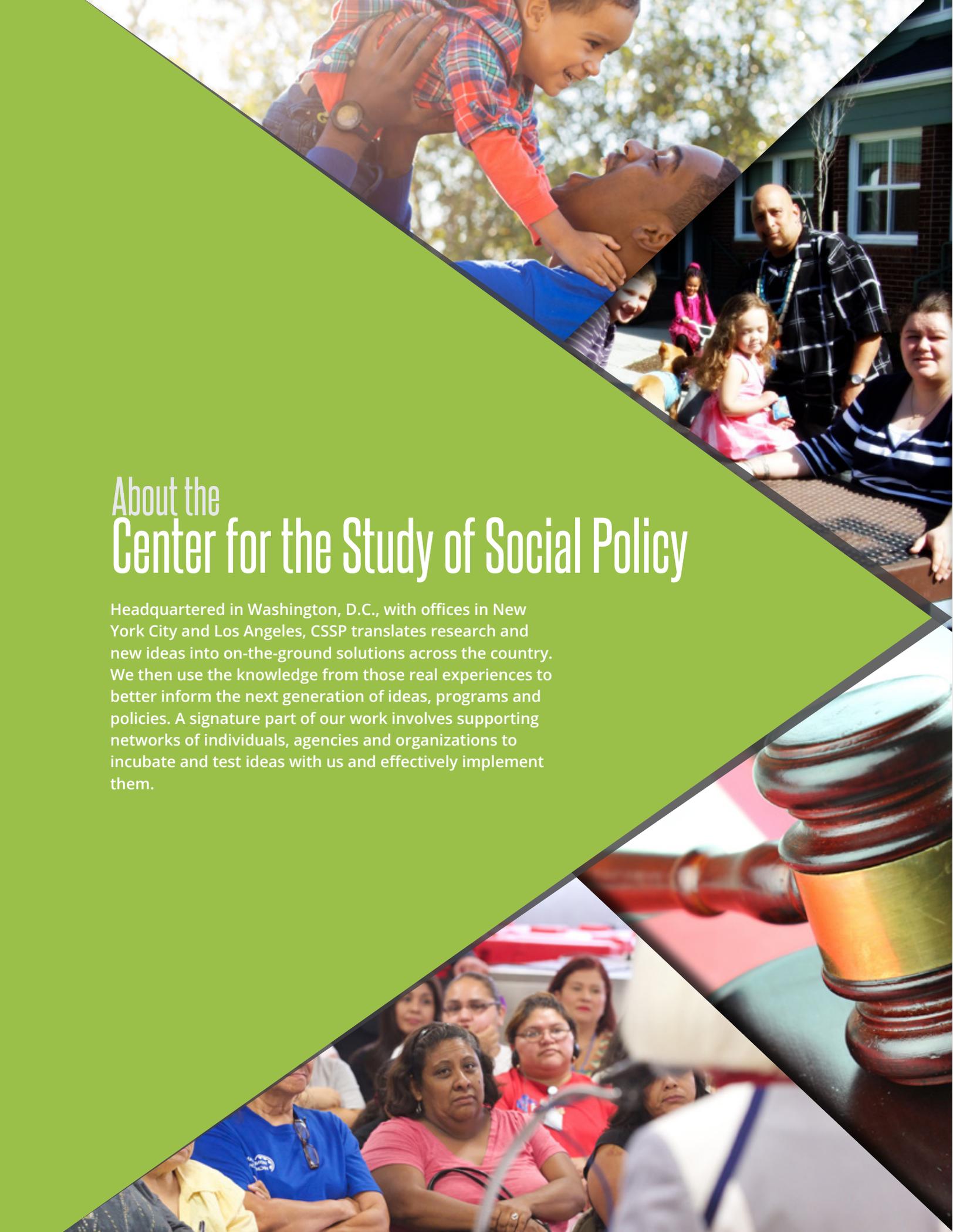
that adolescence is another critical juncture where young people have the chance to realize their full potential. New findings from neuroscience teach us that the teen years, like early childhood, are a critical period of brain development and maturation, when the right opportunities and supports can help youth heal from past trauma and successfully navigate the risks and challenges that lie ahead. We must shatter long-held assumptions about the teen years and instead take advantage of new opportunities to secure the futures of all young people, confirming that there are no lost causes. Our **Youth Thrive** team leads our efforts to promote greater awareness of the needs of adolescents, especially those who are in our nation's child welfare, juvenile justice and runaway and homeless systems.

Whichever age or grouping of children and youth we focus on, all of our work continues to aim to erase the effects of structural and institutional racism and **build equity in outcomes**. From cradle to community, we remain convinced that our nation cannot meet our aspirations without attending to the particular needs of all people in the communities where they live. High

levels of inequality and disparity are undermining the future of our children, and allowing that to happen continues to destabilize us as a nation. The needs and issues we are addressing are significant and complex. It will take the best minds and the best hearts to shape the nation we all envision. We invite you to join us as we continue to work to translate ideas into action in order to truly accomplish the mission that CSSP has worked toward for many years—creating opportunities and brighter futures for all children, families and communities.

Carol Wilson Spigner, M.S.W., D.S.W.  
Chair, CSSP Board of Directors

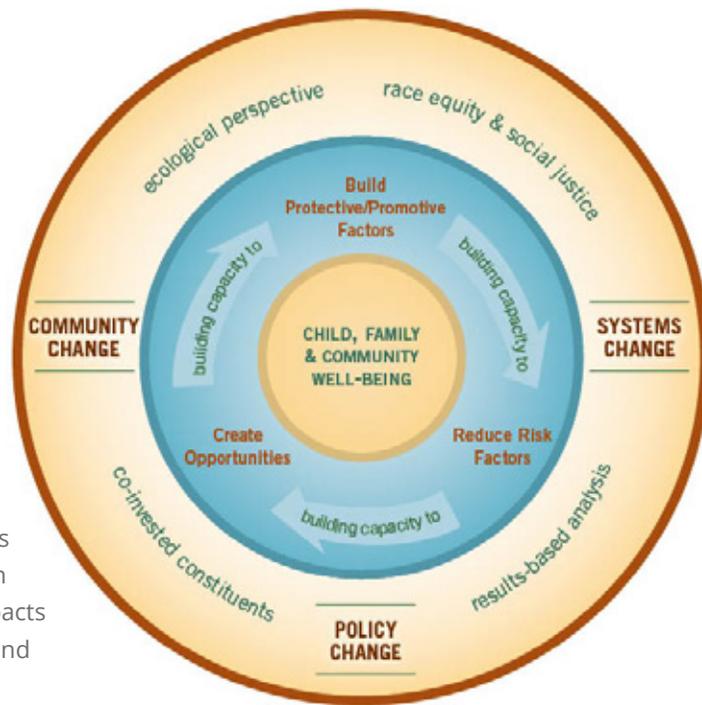
Frank Farrow and Judith Meltzer  
Directors, CSSP



# About the Center for the Study of Social Policy

Headquartered in Washington, D.C., with offices in New York City and Los Angeles, CSSP translates research and new ideas into on-the-ground solutions across the country. We then use the knowledge from those real experiences to better inform the next generation of ideas, programs and policies. A signature part of our work involves supporting networks of individuals, agencies and organizations to incubate and test ideas with us and effectively implement them.

The Center for the Study of Social Policy (CSSP) is a national, nonprofit organization recognized for its leadership in shaping policy, reforming public systems and building the capacity of communities. For close to four decades, CSSP has influenced and supported elected officials, public administrators, families and neighborhood residents to take action to better support children, youth and families, especially those who face the most significant barriers to opportunity, including racial and ethnic minorities, immigrants and refugees, families in neighborhoods of concentrated poverty and families in contact with intervening public systems. Our work positively impacts outcomes for multiple generations—both parents and their children.



CSSP's work covers several broad areas, including:

- Promoting public policies and practices that support child and family well-being
- Accelerating the development of effective, integrated, local early childhood systems and family supports
- Contributing to optimal development for children, youth and families through the improved operation and eventual transformation of public systems designed to serve their needs
- Providing neighborhoods and local communities with the tools needed to help residents and community leaders mobilize and ensure that parents and their children succeed
- Improving healthy sexual and gender identity and expression for all children and youth in the child welfare system
- Confronting inequities and structural barriers to create an even playing field for children of all races, ethnicities and income levels

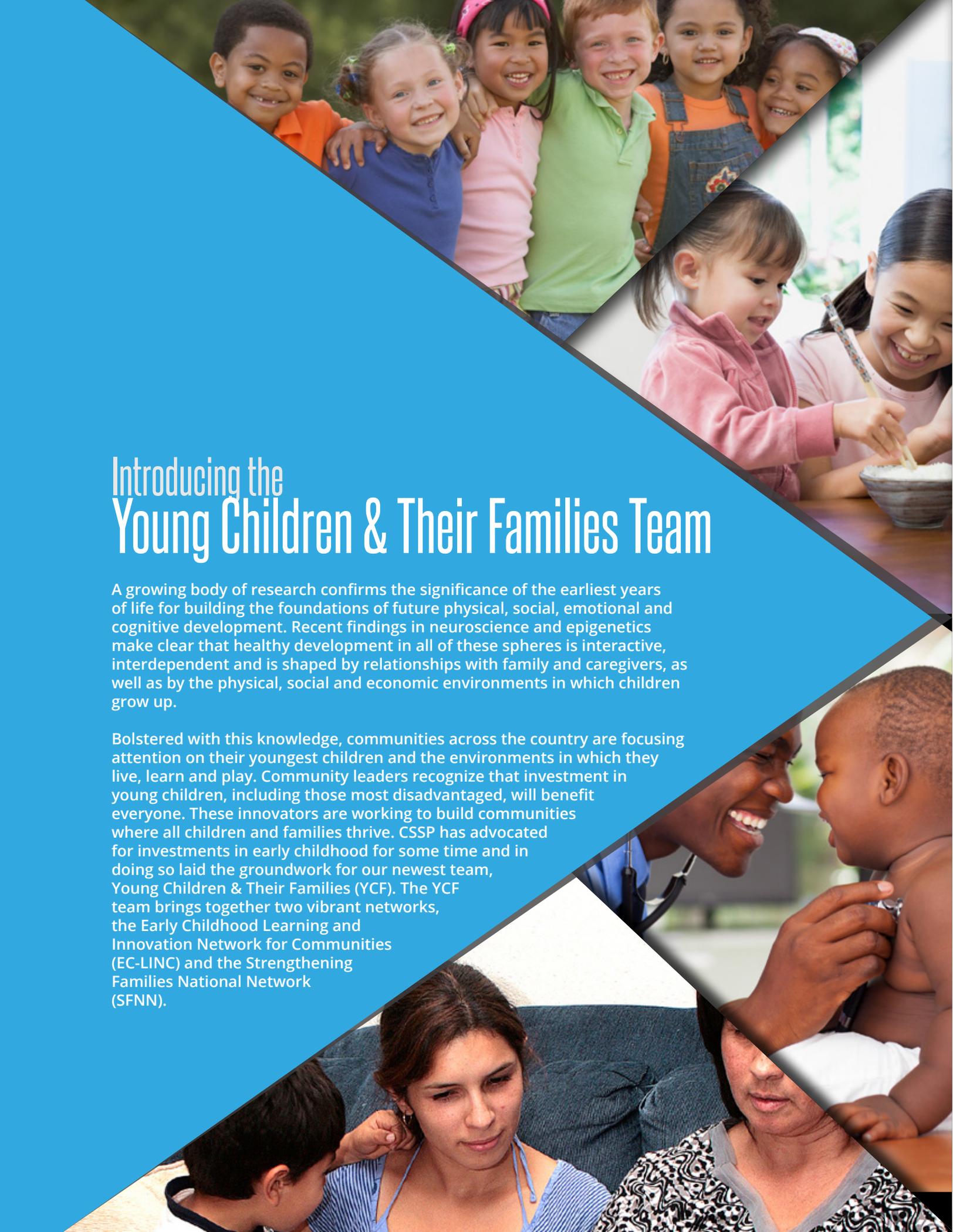
## A Focus on RACIAL EQUITY

Equity is central to CSSP's mission, goals and values. We work to promote equity and reduce disparities based on race, ethnicity, sovereignty, gender, sexual orientation/gender identity and socioeconomic status. Recognizing the central role that race has played historically in contributing to persistent inequities, for over a decade CSSP has identified as an **anti-racist organization**, committed to confronting and addressing all forms of racism, particularly institutional and structural.

CSSP's race equity focus is led by our management team and exists to ensure that each major body of work and each product produced by CSSP contains an appropriate recognition of the role of race on the subject matter, along with strategies to address disparities.

In addition, our internal Race Equity team, made up of staff from across the organization, helps ensure that professional development experiences and opportunities steep each employee in a deeper understanding of race in America and its role in shaping our public systems and the structures that create inequality. Every new employee receives an introductory training on race, and all employees participate in additional workshops on such topics as implicit bias, structural and institutional racism and reducing racial disparities in our work. Self-assessment of race equity as a core competency is part of our annual performance evaluations.

In line with CSSP's focus on partnerships and networks, the internal Race Equity team in 2015 formed a learning community of leaders from several national organizations that wish to deepen their understanding of racial equity and better apply a racial equity framework to their work. The group includes leaders from **PolicyLink, Independent Sector, First Focus, National League of Cities and CLASP**. As network members strengthen their relationships, they are considering a course of joint action to apply their new learning in the field.



# Introducing the Young Children & Their Families Team

A growing body of research confirms the significance of the earliest years of life for building the foundations of future physical, social, emotional and cognitive development. Recent findings in neuroscience and epigenetics make clear that healthy development in all of these spheres is interactive, interdependent and is shaped by relationships with family and caregivers, as well as by the physical, social and economic environments in which children grow up.

Bolstered with this knowledge, communities across the country are focusing attention on their youngest children and the environments in which they live, learn and play. Community leaders recognize that investment in young children, including those most disadvantaged, will benefit everyone. These innovators are working to build communities where all children and families thrive. CSSP has advocated for investments in early childhood for some time and in doing so laid the groundwork for our newest team, Young Children & Their Families (YCF). The YCF team brings together two vibrant networks, the Early Childhood Learning and Innovation Network for Communities (EC-LINC) and the Strengthening Families National Network (SFNN).

# Early Childhood-Learning and Innovation Network for Communities (EC-LINC)

Launched in 2013, EC-LINC works to improve results for young children and their families by accelerating the development and spread of effective, community-based, integrated early childhood systems. EC-LINC translates science into action and serves as a national resource for early childhood systems building. Communities in the EC-LINC network “put the pieces together” across multiple systems (e.g., health, early care and education, family support and others) to ensure that every child in the community has an equal opportunity to succeed in life, right from the start. The community partners that make up the network include:

- First 5 Alameda County, CA
- Thrive in 5 Boston
- Denver Early Childhood Council
- Connecticut Children’s Medical Center, Office for Community Child Health, Hartford, CT
- First Steps and the Great Start Collaborative of Kent County, MI
- Lamoille Family Center and the Building Bright Futures Regional Council, Lamoille Valley, VT
- Children and Families Commission of Orange County, CA
- Children’s Services Council of Palm Beach County, FL
- First 5 Ventura County, CA

local experiences, and importantly, develop recommendations for action. With the support of The JPB Foundation, the Learning Lab on Toxic Stress tackled the problem by developing a framework for community-level responses with a particular focus on primary prevention, as described in a new issue brief, **Working toward Well-Being: Community Responses to Toxic Stress**. A second learning lab, on Outcomes and Metrics, has developed a set of key child and family outcomes and related indicators. These are currently being refined by several communities in the EC-LINC network, who will then test a common dashboard across communities. As always, findings and recommendations from this work will be shared with the broader early childhood field.

Over the past year, EC-LINC also embarked on an exciting joint effort with the **National League of Cities** (NLC) to help local communities become “**Early Learning Communities**.” Supported by the Bezos Family Foundation, the new initiative is designed to improve outcomes during the first five years of life for children in communities across the United States. Through the initiative, NLC and EC-LINC work with 16 cities and counties (including EC-LINC’s existing network of communities) that have demonstrated a strong commitment to ensuring young children’s healthy development. NLC and EC-LINC are harvesting examples from these communities to create a framework and action guide for cities and counties as they work to support healthy development and early learning for babies and young children.

In October 2015, EC-LINC began a partnership with Oakland, California-based **Prevention Institute**, called “**Cradle to Community**.” With support from the Robert Wood Johnson Foundation, this initiative is advancing understanding of the intersection of community violence and trauma and early childhood development. Together, CSSP and the Prevention Institute are creating a community of practice that is identifying system, community and policy change options, using unusual messengers to educate others about the link between early childhood investment and community safety.

In 2015, EC-LINC increased the scope and reach of its work with multiple new projects. Throughout 2015, network communities engaged in two learning labs, through which local leaders dive deeply into special topics, share expertise and



# Member Community Spotlight: First 5 Alameda County

First 5 Alameda County (F5AC) is a founding member of the EC-LINC network. Established under the California Children and Families Act of 1998 (Proposition 10) and funded through a tax on cigarettes and tobacco products, First 5 Alameda County developed its strategic plan with input from a broad range of county and community partners focused on early childhood. In partnership with the community, First 5 Alameda County now supports a countywide continuous prevention and early intervention system that promotes optimal health and development, narrows disparities and improves the lives of children ages 0-5 and their families. One of its signature programs is the Alameda County Fathers Corps (ACFC), which is a joint effort of First 5, the county Health Care Services and Social Services agencies. ACFC promotes and supports fathers and father figures to be meaningfully engaged with their children and families and to advocate for family service providers to provide father-friendly services and to assist fathers in strengthening their parenting skills. Fathers participate in a nine-month learning community with other male service providers. Since June 2014, the Fathers Corps has graduated 37 male Father Engagement Specialists and 13 male Father Engagement Mentors. It also developed a set of father-friendly principles that was adopted by the Alameda County Board of Supervisors.

## County Demographics

Population (2014)

1,610,921

Population Under 5 (2014)

98,266

CHILDREN IN POVERTY

15.2%

NEWBORNS AT  
LOW BIRTH WEIGHT

7.4%

CHILDREN IN FOOD  
INSECURE HOUSEHOLDS

20.7%

## Results

Some sense of the reach and impact of services provided or funded through First 5 Alameda County can be gained from these performance benchmarks:

- ▶ **94 percent** of surveyed parents who participated in programs funded by the Community Grants Initiative reported increased positive parenting attitudes.
- ▶ Calls and referrals to the Help Me Grow phone line for developmental concerns increased by **27 percent**. Help Me Grow's phone line and in-person assistance connects families to resources like screenings, assessments, treatment and other supports.
- ▶ More than **1,500 parents** in the home visiting program funded by First 5 Alameda County were screened for depression, and **27.5 percent** screened positive and received the services they need.

Learn more about our work with First 5 Alameda by visiting [www.cssp.org/reform/early-childhood/early-childhood-linc](http://www.cssp.org/reform/early-childhood/early-childhood-linc).



## Project DULCE

One of the most ambitious new projects of EC-LINC is the further testing and refinement of **Project DULCE (Developmental Understanding and Legal Collaboration for Everyone)**. DULCE is an innovative, universally offered pediatric primary care intervention for the families of infants, birth-6 months of age. Designed to proactively build protective factors and address social determinants of health, DULCE introduces a family specialist into the primary care setting, who builds a relationship with families, provides information on healthy development and connects families with community resources. DULCE also includes a local medical-legal partner, who can work with the family specialist

to assist families in accessing needed resources. DULCE is being piloted in pediatric clinic settings in five communities, including three California counties (Alameda, Los Angeles and Orange Counties); Palm Beach County, FL; and Lamoille Valley, VT. Support for this testing of DULCE, as part of a multifaceted effort to prevent and mitigate the effects of toxic stress in community settings, is provided by The JPB Foundation. In this effort CSSP will partner with colleagues at Chapin Hall, who will evaluate DULCE's impact on infants and families served and on selected indicators of health care delivery and health/social services utilization.

## The National Center on Parent, Family and Community Engagement

In late fall, the Young Children and Their Families team added training and technical assistance (T/TA) to its portfolio with new work as part of the National Center on Parent, Family and Community Engagement (NCPFCE). The NCPFCE is a cooperative agreement between the Office of Head Start and the Office of Child Care in the U.S. Department of Health and Human Services and consortium partners: the **Brazelton Touchpoints Center, Child Trends, Child Care Aware of America** and CSSP. The mission of the NCPFCE is to build the capacity of Head Start, Early Head Start and other child care

programs to implement research-informed, strengths-based and culturally responsive practices that support parents and community stakeholders as full partners in children's early education and development. As the five-year project moves forward, CSSP will take the lead in producing and delivering resources and T/TA for programs, providers and administrators that are responsive to the needs of families, particularly families facing financial hardship and those who are experiencing, or are at risk of experiencing, homelessness.



## Publication Highlight

### Strengthening Supports for Young Parents and Their Children: A Focus on Low-Income Rural and Suburban American Families

For decades, many public policies and programs have attempted to ease the impact of poverty on young parents and give low-income children a good start, primarily in urban neighborhoods. Other programs have focused on addressing the challenges of teen parenting, also often focused in urban schools and neighborhoods. Less is known about the few programs and policies designed to assist young parents and their children living in **rural areas** and in **suburban communities** where poverty is growing rapidly. To find out more about supporting young parent families in settings that are far from the usual targets of anti-poverty programs, CSSP sought out examples of innovative strategies in rural areas and suburban pockets of poverty. This report lays out the research about these underserved populations and highlights six innovative strategies from around the country.



## Strengthening Families National Network (SFNN)

For more than 15 years, CSSP's Strengthening Families National Network has been serving the needs of young children and their families, primarily by working with state and national partners focused on the prevention of child abuse and neglect. The SFNN uses a research-informed approach to increase family strengths, enhance child development and reduce the likelihood of child abuse and neglect. It is based on engaging families, programs and communities in building five protective factors:

- ▶ Parental resilience
- ▶ Social connections
- ▶ Knowledge of parenting and child development
- ▶ Concrete support in times of need
- ▶ Social and emotional competence of children

By 2015, 34 states and Guam were members of the Strengthening Families National Network, a group of state and local partners who are coordinating cross-sector Strengthening Families efforts at the state level and connecting with CSSP for technical assistance and support for that work. At the program level, Strengthening Families is being implemented in every state in the United States. Highlights of how states and localities use the Strengthening

Families approach to improve services for young children and their families include:

- ▶ 31 states include the Strengthening Families Protective Factors Framework in their requests for proposals for local programs funded by federal Community Based Child Abuse Prevention (CBCAP) dollars.
- ▶ 18 states incorporate Strengthening Families into their Quality Rating and Improvement Systems for early care and education providers.
- ▶ Child welfare workers in 19 states are receiving training on the Strengthening Families approach.
- ▶ 15 states have included Strengthening Families in their state plans for the Maternal, Infant and Early Childhood Home Visitation program.

CSSP supports the SFNN by conducting monthly topical webinars (with up to 200 participants), providing a monthly eUpdate newsletter (4,400 subscribers), and providing technical assistance and consultation to states and other leaders. CSSP also convenes a group of national partner organizations and federal agencies working to support a protective factors approach in their own work and the work of their state-level grantees and affiliates.





## System Reform

**Every child deserves to be safe, healthy and raised in a family.**

CSSP's system reform work focuses on improving the broad array of public, private and informal services that protect children and youth and support their families. We advocate and help to support needed changes in federal, state and local policies and practices that are responsible for child, adolescent and family safety, permanency and well-being. We encourage improved practice by child welfare, juvenile justice and other public systems to eliminate the racial and ethnic disparities that are too often evident in the outcomes of the children, youth and families who have been served by these public systems.

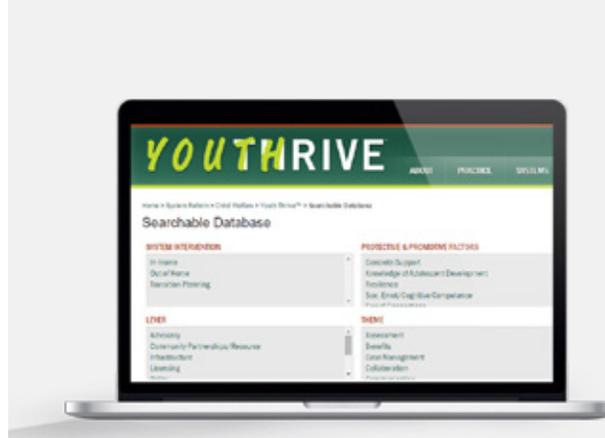
In 2015, this work took numerous forms.

# Youth Thrive™

**Youth Thrive™** is a research-informed framework and approach developed by CSSP that uses the latest science on adolescent brain development, resiliency, the biology of stress and positive youth development to advance work based on five protective and promotive factors for ensuring youth's success and well-being. Youth Thrive isn't a program. Rather, it is a lens for assessing current interventions and for making changes to systemic policies, programs, training, services, partnerships and systems that impact young people in child welfare, juvenile justice and other public systems. To translate our ideas into action, Youth Thrive held a rigorous nationwide competition this year to identify public agencies committed to applying the Youth Thrive framework to improve their system's response to, and ultimately the outcomes for, the youth they serve. Five agencies were selected and joined the New Jersey Department of Children and Families and the Brevard Family Partnership (FL) in forming a new national learning network:

- ▶ Westchester County (NY) Department of Social Services
- ▶ Vermont Department for Children and Families
- ▶ Nebraska Children and Families Foundation
- ▶ New York City Department of Probation
- ▶ Georgia Division of Family and Children Services

Youth Thrive staff provide the learning community members with strategic support, consultation and staff training in support of the priorities and proposed actions identified by each system. The learning community is designed to foster peer exchange so that agencies can share challenges and successes and learn from one another. Achieving youth well-being is a cornerstone of the efforts by Youth Thrive partners and is informed by the work of exemplary programs around the nation that are part of its broader network. The learning community is helping to lay a strong foundation for ensuring that whenever a young person is involved with a public system, they will thrive, be safe, affirmed and healthy and have the tools they need to be successful adults.

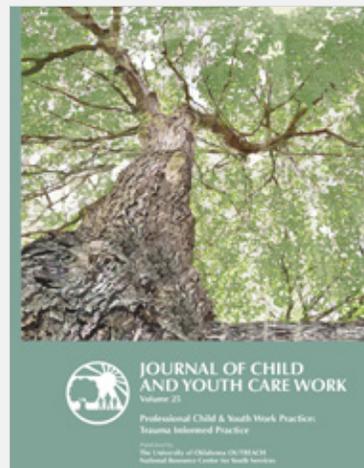


## New System Reform Database

In tandem with the launch of the new learning community, CSSP's Youth Thrive team unveiled a new web page offering resources and guidance to all systems, agencies and organizations working with youth. The new page features a searchable database that allows users to find appropriate system reform action steps based on various inputs, such as type of intervention, lever for change, protective and promotive factors and other filters. For example, an agency's leadership might want to know how it can refocus its contracts to support work to build youth's resilience. One potential action is to fund and enforce existing mandates for college preparation for, and outreach to, youth in foster care. Another might be to recruit staff who specialize in working with adolescents who are LGBT, pregnant or parenting or who have developmental disabilities.

The database is available at [www.cssp.org/reform/child-welfare/youththrive/database](http://www.cssp.org/reform/child-welfare/youththrive/database).

## Youth Thrive Framework Published



Youth Thrive team members recently published, "Youth Thrive: A Framework to Help Adolescents Overcome Trauma and Thrive," in the *Journal of Child and Youth Care Work*, Vol. 25. Through this piece, the team challenges the field to focus on helping youth heal from the effects of trauma by building youth's protective and promotive factors. By summarizing the research on the

risk factors that impede healthy development and the protective and promotive factors that mitigate risk and build well-being, the article presents a framework for implementing trauma-informed care and for helping youth move beyond trauma toward thriving. The article is available for download at: <http://www.cssp.org/media-center/blog/youth-thrive-in-journal-of-child-and-youth-care-work>.

## getR.E.A.L

All youth in child welfare settings face challenges to their well-being. LGBTQ and two-spirited youth often have poorer outcomes and face greater risks because of the impact of bias and rejection and the lack of policies and programs that support their identities. These young people are frequently in the child welfare system because of severe trauma and rejection by family, peers and community institutions solely because of how they identify or how others perceive them. It is often this stigma—and related physical and emotional abuse—that lead to youth running away and experiencing homelessness.

CSSP's getR.E.A.L (**Recognize. Engage. Affirm. Love**) initiative is designed to address these issues: to help transform child welfare policy and practice to promote the healthy development of all children and youth. Sexual orientation, gender identity and expression (along with race, ethnicity and disability and others) are part of the identity formation that occurs in adolescence.

getR.E.A.L also launched the **Marvelous Whirlwind** fellowship program, which connects young LGBTQ artists of color with opportunities to use storytelling, mixed media, art and

movement as a roadmap for healing. Throughout 2015, Marvelous Whirlwind fellows in Washington, DC, participated in weekly workshops to express their experiences navigating homelessness, foster care, criminal justice and mental health systems.

getR.E.A.L also continued its support of the **#BornPerfect** campaign, spearheaded by the National Center for Lesbian Rights (NCLR). The campaign seeks to end conversion therapy by passing laws across the country to protect LGBTQ children and youth and raise awareness of the consequences of conversion practices. Our relationship with NCLR has also netted important gains on the policy front statewide in California. We joined a coalition of like-minded organizations who supported California becoming the first state in the nation to enact legislation giving transgender children and youth in foster care the right to live in settings that reflect and respect their gender identity. The California legislation erased any remaining confusion or uncertainty: child welfare workers who make placement decisions must treat transgender girls like all other girls, and transgender boys like all other boys—regardless of the sex listed on their birth certificate.



Watch Team  
getR.E.A.L on  
HUFFPOST LIVE



In November 2015, getR.E.A.L team leaders Bill Bettencourt, Kristen Weber and Jonathan Lykes sat down with HuffPost Live host Nancy Redd to discuss the issues surrounding LGBT youth in foster care. They were joined by getR.E.A.L national partner Sixto Cancel. Visit: [www.cssp.org/reform/child-welfare/get-real/about-get-real/watch-us-on-huffpost-live](http://www.cssp.org/reform/child-welfare/get-real/about-get-real/watch-us-on-huffpost-live).

# Expectant and Parenting Youth in Foster Care Learning Collective

Adolescent parents face multiple obstacles balancing their transition to adulthood with the demands of raising a child. For young people in the foster care system and those who have recently aged out of care, the challenges can be overwhelming and the resources available to help are frequently scarce. In 2015, with the support of The Annie E. Casey Foundation, CSSP's Expectant and Parenting Youth (EPY) in Foster Care Learning Collective partnered with two jurisdictions to examine policies and practices that localities have in place to support youth and their young children and hosted a national network of professionals to exchange resources and ideas. With CSSP support, the **New York**

**City Administration for Children's Services** and the **Child Protective Services Division of the Sacramento County Department of Health and Human Services** are testing a set of policy and practice proposals critical to improving outcomes for these young families including strategies to improve co-parenting and to support father engagement, linking youth with mentors and supporting foster parents to be prepared and skilled in addressing the two-generational needs of these young families. The work goes beyond the two sites as CSSP staff launched a new national network through a webinar series targeted at practitioners, researchers, advocates, policymakers and youth.

## A Voice from the Field: Jasmin Gonzalez

When I was four years old, I was placed in foster care. I stayed in care, moving from foster homes to group homes until I aged out at 21. Throughout my time in foster care, I had over 10 different workers and didn't have much support, which made me feel lonely, unloved and like an outsider. I got pregnant at age 17. I felt judged by the group home staff and ashamed about making a mistake.

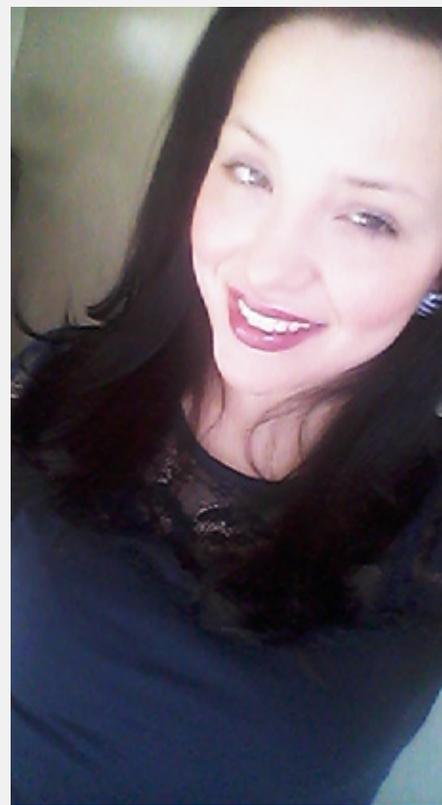
I was always the friend that all the girls came to talk to, but I didn't have that same outlet until I met Barbara and Caitlin, two amazing social workers. They were the first people in my life who believed in me, supported me throughout my pregnancy and inspired me to plan for the future. I didn't make it easy for them at all but they didn't give up and continued to be there for me. After I aged out, I tried to stay in college but had to drop out because I didn't have child care in place for my son.

I was also struggling financially and didn't have medical insurance. No one told me what my options were and where to go for help. I asked questions but was misinformed. I felt stuck and angry. I reached out to Caitlin for help, and she informed me about an opening for a Young Adult Consultant position at the **New York City Administration of Children's Services**—the system that I grew up in—working with expectant and parenting youth in foster care. I remember thinking this is my opportunity to use my experience to help young parents and their children and give them the knowledge and support that I wished I had to achieve their goals.

It was one of the toughest interviews I ever had but I got the job! My work involves peer outreach, mentoring and support. I meet with EPY across the city, listen to their stories and connect them with the services and supports that meet their needs. Most importantly, my job is to show them that there are people who care about them and that they matter. I always encourage them to do the impossible.

Just recently I was helping a young mom with her resume. She was angry and hopeless about her ability to achieve her goals and dreams for her daughter. I shared with her, "The struggle is real. It will not be easy. It is scary. You will be judged but you are not alone in this struggle, and I know that you can do it. Nothing is impossible." She smiled, nodded, and we began writing out a plan to get her to her goals.

My foster care experience gave me strength and resilience but also a sense of loneliness and feeling unloved. No one can make it alone. Stable and supportive relationships are a necessary ingredient for success. I am determined through my work as a peer mentor at ACS to help build support networks, inspire hope and positive change in the lives of these young families. I am currently finishing my undergraduate degree and plan to pursue a master's of social work so that I can help change policies and practices within the child welfare system.



Jasmin Gonzalez

# Publication Highlight

## Expectant and Parenting Youth in Foster Care: Addressing Their Developmental Needs to Promote Healthy Parent and Child Outcomes

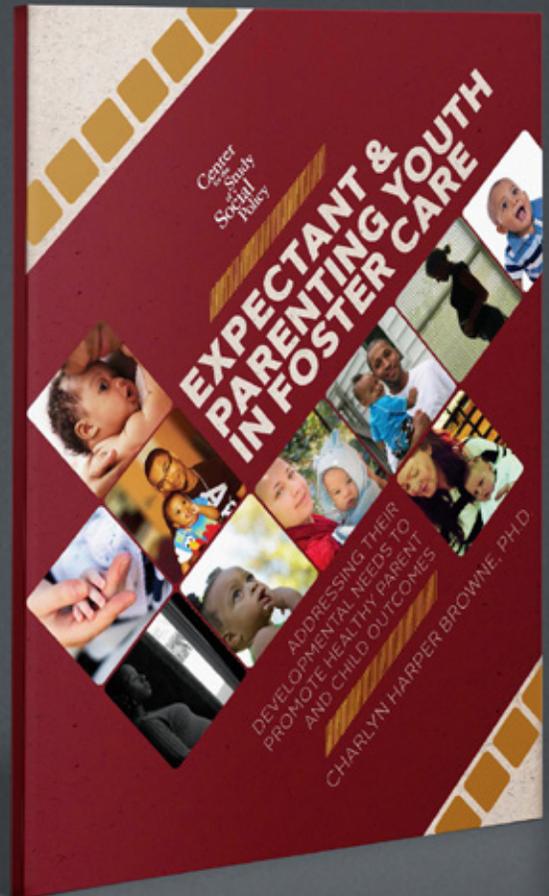
In August, we published a new exploration of the developmental needs of expectant and parenting youth in foster care, along with policy and practice recommendations for child welfare systems working to improve well-being outcomes for these young families. The paper, titled *Expectant and Parenting Youth in Foster Care: Addressing Their Developmental Needs to Promote Healthy Parent and Child Outcomes* delineates the developmental needs of this youth population across five domains:

- physical, sexual and reproductive health and development
- cognitive and emotional development
- identity development
- social development
- preparation for parenthood and self-sufficiency

Like much of our work, the paper was vetted by parenting youth from *Rise* magazine who were involved with the foster care system and their important feedback was incorporated into the final version of the paper. Download it at [www.cssp.org/pages/expectant-and-parenting-youth-in-foster-care-addressing-their-developmental-needs-to-promote-healthy-parent-and-child-outcomes](http://www.cssp.org/pages/expectant-and-parenting-youth-in-foster-care-addressing-their-developmental-needs-to-promote-healthy-parent-and-child-outcomes).



Listen to author Dr. Charlyn Harper Browne and EPY lead Lisa Primus discuss the paper in a podcast available at [www.cssp.org/media-center/video/cssp-podcast-understanding-the-developmental-needs-of-expectant-and-parenting-youth](http://www.cssp.org/media-center/video/cssp-podcast-understanding-the-developmental-needs-of-expectant-and-parenting-youth).



## Institutional Analysis

The Institutional Analysis (IA) is a set of quantitative and qualitative diagnostic tools that, together, help child welfare, juvenile justice and other public intervention agencies confront the structural contributors to poor outcomes for the children and families that they serve and understand the full experience that families have when they encounter these systems. CSSP has partnered with selected jurisdictions to conduct IAs in child welfare to bring to light how policies, administrative requirements, workers' experiences and job descriptions, accountability systems, linkages among agencies and institutional cultures contribute to inequitable outcomes by race and ethnicity and play a role in certain children and families achieving significantly worse outcomes than others being served by the same agency.

In 2015, CSSP produced a series of briefs to augment the field's knowledge about these issues.

- "The Institutional Analysis: Uncovering Pathways to Improving Public Systems & Interventions for Children and Families" describes the IA framework, data collection techniques and key elements of the IA process.
- "Fresno County Department of Social Services: Confronting Racial Inequities and Disproportionality to Improve Child Welfare Outcomes for Children & Families" offers a candid view of the IA as it unfolded within a child welfare agency.
- "Better Outcomes for Older Youth of Color in Foster Care," published by the American Bar Association, distills lessons from qualitative reviews on the experiences of youth of color in child welfare.

Visit [www.cssp.org/reform/child-welfare/institutional-analysis](http://www.cssp.org/reform/child-welfare/institutional-analysis) to learn more.

# Alliance for Racial Equity in Child Welfare

CSSP's Alliance for Racial Equity in Child Welfare provides national leadership in support of improved outcomes for children and families of color involved with the nation's child welfare systems. The Alliance is committed to taking action to improve outcomes for children and families of color in the context of our underlying commitment to improve outcomes for all children and families receiving child welfare services. Child welfare professionals and researchers have documented a pattern of disparities in the experiences and outcomes for children and families of color. For example, African American and Native American children are more likely to be removed from their families and placed in foster care, remain in care longer and are less likely to exit foster care through reunification or other forms of permanency. Although not revealed in national level data, similar patterns exist for Latino children and families in a growing number of states and communities.

The Alliance is guided by a coalition of national organizations, state and local leaders, judges, researchers, practitioners, policymakers, advocates, parents, as well as alumni and youth

who have had direct experience with the child welfare system. Through this national network, the Alliance engages a broad cross-section of organizations, agencies and systems that touch the lives of children and families involved with child welfare.

In 2015, the Alliance conducted a national scan of

promising practices to address racial disproportionality in child welfare. **Strategies to Reduce Racially Disparate Outcomes in Child Welfare** documents the efforts underway in 12 states and localities to tackle the enduring problem of African American, Native American and Latino families faring worse than others being served by child welfare systems.

The scan ultimately proved that racial equity work must be seen as fundamental to improving child welfare systems and that progress will require deliberate and sustained attempts to understand the meaning and significance of race and racism in the nation and in the lived experiences of children and families.



A new type of practice model has emerged to assist child welfare agencies to better engage parents and achieve improved outcomes for children—multidisciplinary parent representation. It calls for providing birth parents with the assistance of a team consisting of a lawyer, social worker and a parent mentor to help guide them through the complexities of a child welfare case. In

**Strange Bedfellows: How Child Welfare Agencies Can Benefit from Investing in Multidisciplinary Parent Representation**, CSSP staff in partnership with University of Michigan Law School Professor Vivek S. Sankaran and former Cuyahoga County Division of Children and Family Services Administrator Patricia L. Rideout, explore the challenges facing child welfare agencies in engaging parents, suggest how

multidisciplinary parent representation can assist them in reaching their goals and encourage child welfare agencies to prioritize strengthening parent representation in their jurisdictions. Multidisciplinary teams are furthering agency goals by reducing unnecessary removals of children from their homes, achieving greater rates of reunification and expediting permanency for children—the same outcomes child welfare agencies are required to seek by federal law.



As child welfare systems work to understand how much and how well they serve children, youth and families, quality service reviews (QSRs) offer an important tool for these systems, along with advocates and attorneys, to take a pulse on case practice. In August, CSSP issued **Quality Service Reviews: A Mechanism for Case-Level Advocacy and System Reform**, which provides an overview of the QSR process and recommends five action steps that attorneys and advocates can use to promote the adoption of QSRs and encourage good case practice.

A QSR is a jurisdiction-specific qualitative assessment that helps frontline workers and supervisors learn how well case practice is being managed by taking an in-depth look at a case. The review team analyzes files and interviews key members of a child and family's team. After assessing key indicators related to case status, the QSR process calls for assigning ratings, providing feedback to staff, meeting with a quality assurance team to validate ratings and issuing final findings. The QSR is used as a tool in many of the jurisdictions with whom CSSP works, including New Jersey, Tennessee and the District of Columbia.





# Community Change

For many decades now, social science has examined how social, economic and health outcomes vary based on geography. We know, for example, that people living in low-income neighborhoods tend to experience more health problems such as diabetes and high blood pressure. Children from these communities are more likely than their counterparts in middle-income neighborhoods to perform poorly in school, and they are more likely to leave school without a diploma. Out of community safety concerns, residents living in low-income high-crime neighborhoods may limit their children's participation in out-of-school activities, which could limit opportunity and exacerbate health problems. Lack of affordable and reliable public transportation may also prevent residents from accessing better jobs. Moreover, people living in distressed areas may be less active politically, meaning their voices often go unheard in discussions about their communities. These multiple types of disadvantage are closely tied to place. Families do better when they live in strong and supportive communities. As neighborhoods transform, residents start to gain greater access to job opportunities and to better schools, entrepreneurship opportunities and political power. CSSP supported a number of place-based initiatives in 2015, including **Choice Neighborhoods, Promise Neighborhoods, the Building Neighborhood Capacity Program and Best Start LA**, and in addition consulted with bold efforts to build communities' power and voice to improve outcomes for children and families, including The California Endowment's **Building Healthy Communities** initiative.

# Choice Neighborhoods

Choice Neighborhoods is a program of the U.S. Department of Housing and Urban Development (HUD) that engages local leaders, residents and other stakeholders—including public housing authorities, cities, schools, police, business owners, nonprofits and private developers—to develop a transformation plan that revitalizes distressed housing and addresses the challenges in the broader community. Through Choice, community grantees across the country are supported to replace obsolete, distressed housing with vibrant mixed-income communities and develop new commercial activity, turn around failing schools,

strengthen early education, prevent crime, improve transportation, ensure basic neighborhood assets and increase access to jobs. In 2015, CSSP supported Choice Neighborhoods grantees with technical assistance, focusing especially on the creation of “promising practices guides” that lift up practical lessons from Choice Neighborhoods communities on topics such as improving resident leadership and civic engagement, improving student achievement and funding critical community improvements. We also supported a national conference of grantees and their community partners.

## Resident Spotlight: Uzuri Pease-Greene

*Potrero Hill, San Francisco*

People never knew what to make of me. Back then, I was wandering the streets with a broom in hand cleaning driveways and sweeping sidewalks. I used to get high, and I suppose people just thought I was that crazy lady. Now when they see me with a broom—I still carry it sometimes—they know I’m coming to make sure they’re coming to a meeting or they get a flyer about something going on in the neighborhood. Now I’m a community leader, and a Junior

being so outspoken for so long, I was approached by someone from Bridge who offered to get me into a class where they take residents and teach them about community development, so you understand everything they were talking about. For some reason, I got really serious. Twelve of us graduated, and that was a turning point. The class helped me stay clean, and now I’m channeling my energy into something positive. Now I’m in meetings with the mayor and his staff, and I go around to all the residents and help keep them informed about the progress of the development and the decisions they need to make about the future of our neighborhood.

I still go back to all my old areas, where I used to use. I knock on doors and tell people to pull their weeds now, or clean their driveways. I love to talk, and when Bridge realized that, they gave me a trial run and eventually offered me a job. I had some house parties. I used that as a way to talk to people to see what they were thinking about the changes. At first people thought I was there to just tell them what the developers wanted them hear, that I was being put up to do a job. But people knew me, and when they saw my positive side, it made them respect me and listen to me.

When I was new to the job, I still had my doubts. My mother told me, “Do not let them let you be the reason they do Potrero Hill like they do the other redevelopments where they push the black people out.” That sticks in my head. But I go into everything with an open mind. I ask lots of questions, and I listen to the reassurance of us not going anywhere. Some people get it: we’re graduating from public housing to affordable housing. That’s much better, but I continue to do my work educating people and fighting stereotypes about the process. I look at the housing and think about how nice it would be to have better conditions around here.



Uzuri Pease-Greene

Community Builder for Bridge Housing, a nonprofit housing developer that is helping to transform my community in the Potrero neighborhood of San Francisco with support from the Choice Neighborhoods program.

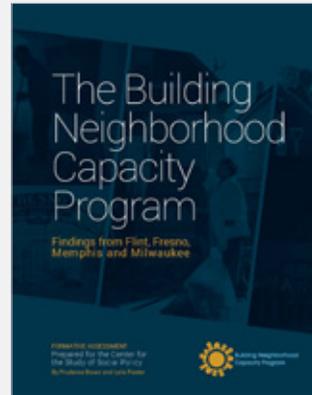
I decided a long time ago to get clean and turn my life around. Because I was always one to know everything about our neighborhood, I started going to these Bridge meetings. I developed a reputation there. I ask a lot of questions and they know I speak my mind! I wasn’t sure right away that these people had come to our neighborhood with good intentions. After

# Building Neighborhood Capacity Program

Sponsored by an unusual collaborative among the U.S. Department of Justice (the lead agency) and the Departments of Education, Housing and Urban Development and Health and Human Services, the Building Neighborhood Capacity Program (BNCP) helps residents drive change in their own communities. It focuses on equity by assisting neighborhoods with the most severe barriers to revitalization. Specifically, BNCP builds community capacity—or the knowledge, skills, relationships, processes and resources that neighborhood residents, local organizations and cross-sector partners need to work together to achieve better results in public safety, education, housing, employment and other key areas. In 2015, CSSP provided technical assistance to support work in two to three neighborhoods each in Flint, Michigan; Fresno, California; Memphis and Milwaukee.

## Publication Highlight

### BNCP Formative Assessment



CSSP and the BNCP Federal Management team released the program's formative assessment, showcasing findings to contribute to the field's knowledge about effective strategies for building neighborhood capacity. The report highlights observations about the current state of capacity development, technical assistance, operating structure and cross-sector

partnerships. The findings from the report are informing and strengthening BNCP's ongoing work in the initial eight neighborhoods, as well as the BNCP expansion to an additional neighborhood in each city.

Visit [www.buildingcommunitycapacity.org](http://www.buildingcommunitycapacity.org) to learn more.



Wilma Lewis Kelly

### Resident Spotlight: Wilma Lewis Kelly

*Soulsville, Memphis*

a vision that it would do the same thing but it had different demographics. Fifty percent of the community is poor. We have a large senior population and most of them make less than \$18,000 per year. I was very impressed with the community organizing in Soulsville, however, because there were so many different people of different backgrounds representing our community: students, religious leaders, political leaders. I thought, "This is wonderful. People really come out to show how much they care about this community." The atmosphere really felt electric.

During our first meeting, which was supported by the BNCP program, we determined that our priority areas would be blight, housing and economic development and public safety and crime prevention. I let it be known that I wanted to be involved in every meeting possible, and I signed up to develop our community's first e-newsletter. Getting involved has made such a big difference. I learned more about BNCP. I

# First 5 LA - Best Start

CSSP entered into its fifth year working in partnership with **First 5 LA** on its Best Start initiatives to build the capacity of 14 Results-Focused Community Partnerships. Best Start works in economically challenged communities using the Building Stronger Families Framework (BSFF), which supports the development of connections between families, residents and other stakeholders to work together to improve results for children and families. CSSP's work uses a capacity-building framework (called the Results Focused Community Partnership framework) created by its LA-based Partnership Support Team. It standardizes efforts in each community and ensures that each community partnership is able to lead parents, residents, local partners and providers through

a collaborative process to monitor, track and improve results for children ages 0 to 5 and their families. During 2015, community partnerships demonstrated growth with the initiation of collective assessments, individually agreed upon developmental baselines and established capacity-building plans needed to execute the BSFF. The community partnerships also began to execute data-driven strategies and activities to improve conditions and draw attention to needs in their communities. Community partnerships vetted proposals from local providers and community organizations based upon priorities established by partnership members and were able to enter into performance-based contracts for the first time.

## Building Healthy Communities

Finally, in 2015, CSSP was pleased to begin new work related to **The California Endowment's Building Healthy Communities** (BHC) initiative, the nation's largest effort to empower and mobilize communities to create the environments, conditions, policies and system changes necessary to produce better health outcomes for residents. CSSP participated as part of the foundation's mid-point reflection on BHC, identifying several of the "big stories" of the initiative that could make lasting contribution to the health

of Californians and to the future framing of place-based initiatives. CSSP highlighted the Endowment's unique way of aligning community investments with simultaneous and well-coordinated investments in state-level policy, systems and narrative change—an investment strategy with potential for creating lasting improvements in communities' ability to accelerate change and improving health outcomes and well-being of residents in the long run.

didn't really understand all that was actually happening. All I know is that I saw a lot of changes, and it was good. I saw a "revitalizing spirit" that hadn't been there when I first became a resident in this area. There's also a broader sense of unity. The results have been great. I've seen visible changes in many areas. The community has come together to have old buildings repaired or torn down, tall grass maintained. The community is much brighter. The BNCP leaders helped us make sure that our state and federal political leaders know that we want our neighborhood to look good again. Now we get informed about tax benefits and know about development taking place in the area. There are a lot of boarded up windows in the community, but now there is art that is being placed on them. Simple things like the words "Hope" and "Community" instead of graffiti. These are very positive messages, and our "I Love Soulsville" mural encourages pride in our community.

Several businesses have increased their visibility in the neighborhood since all these changes started taking place, and crime has decreased. We're not seeing as many cars

that are not part of the community. People are out walking and riding bikes. All of this ties to blight. If you can keep it clean and show that people care then crime will decrease. The neighborhood association now has a public safety group trained by the police department. They show us what we need to do as residents to prevent crime in our neighborhood.

So far, BNCP has been here nine months. It has done an excellent job pulling together the information we needed to revitalize this community. I have seen them working morning, noon and night, organizing everything for us. From looking from the outside and because there's so much work to be done, I would hate to see this program end.



## Promise Neighborhoods

With the success of the Harlem Children's Zone as its inspiration, the federal Promise Neighborhoods program, administered by the U.S. Department of Education, supports community-driven, place-based efforts to improve educational and developmental outcomes for children in distressed communities. The founding vision is that all children and youth growing up in Promise Neighborhoods have access to great schools and strong systems of family and community support that will prepare them to attain an excellent education and successfully transition to college and a career.

In 2015, CSSP supported local grantees in building a pipeline of services, programs and supports designed to improve outcomes for children and youth throughout their early years, school years and beyond. The program is one of the most results-focused federal initiatives, designed around 10 results that each community aims to achieve, including that students are ready to learn and excel when they first start school and that they are proficient in core academic

subjects. For example, to achieve the result that "children enter kindergarten ready to succeed in school," all Promise Neighborhoods work to improve three indicators that measure the number and proportion of children who:

- ▶ have access to a "medical home," or a place where they usually go, other than an emergency room, when they are sick or in need of advice about their health
- ▶ demonstrate age-appropriate functioning
- ▶ participate in center-based or formal home-based early learning settings or programs, such as Head Start, child care or preschool

CSSP is deeply committed to the success of the Promise Neighborhoods approach, and in 2015 supported it through a range of technical assistance activities, ranging from support for the National Network Conference, to convening stakeholders from grantee communities, to documenting site activities through a series of video profiles, to facilitating virtual peer technical assistance.

## Community Spotlight

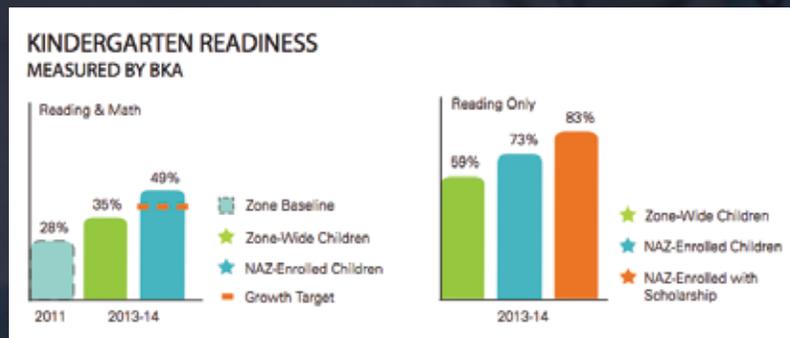
# Early Learning in the Northside Achievement Zone (NAZ), Minneapolis

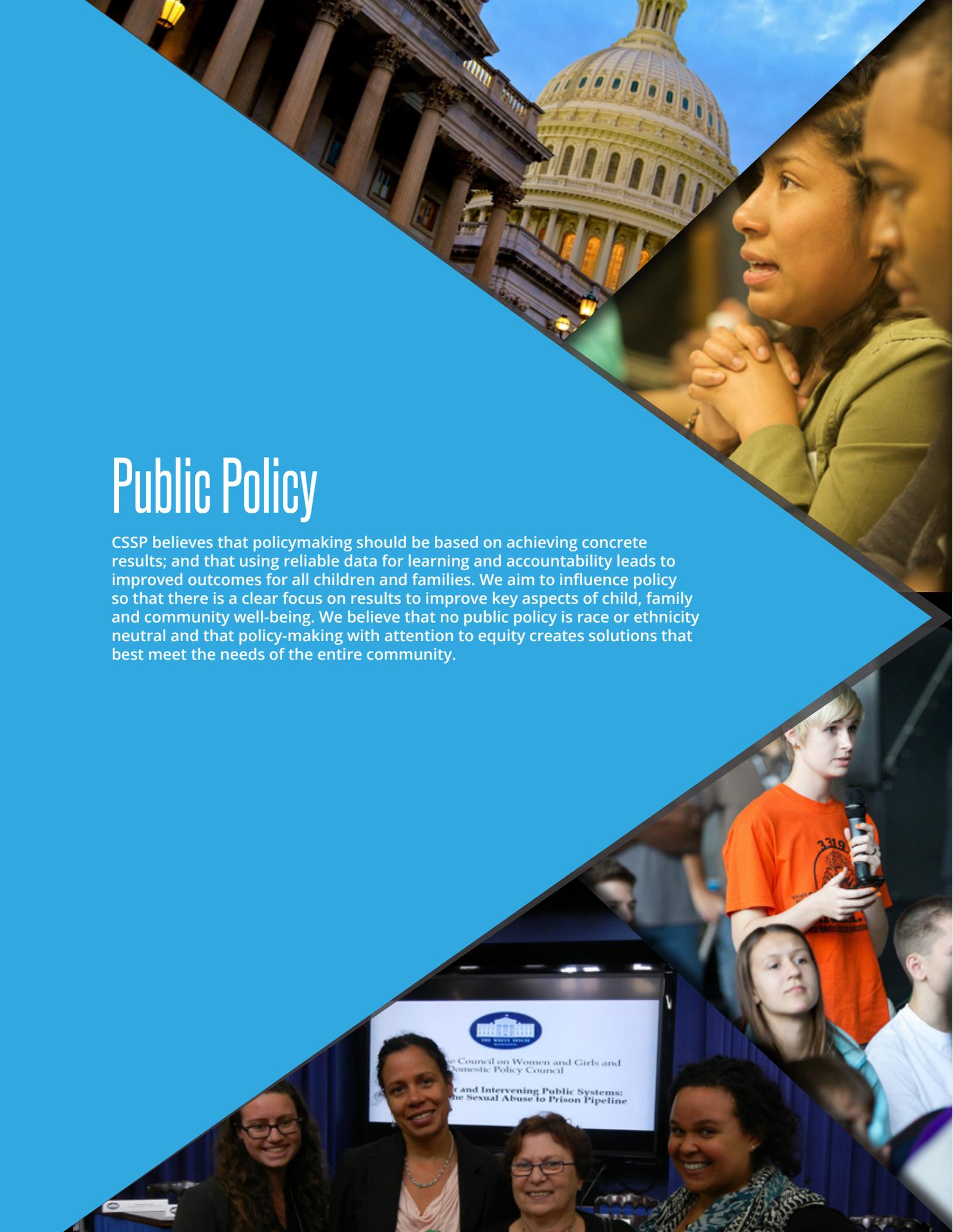
To ensure that students and families start off ready for school success, Promise Neighborhoods grantees work to strengthen and to streamline the front end of the cradle-to-career pipeline. Because so many factors contribute to school readiness, each local Promise Neighborhood implements a mix of solutions that may include multiple programs and services (such as maternal and child health care, home visiting, Head Start and other early care and education settings, pre-kindergarten and family support), weaving them into a seamless system. The rich economic, cultural and linguistic diversity among Promise Neighborhoods demands local solutions that are responsive to the unique needs of families within each community.

Data show that most children living in the Northside Achievement Zone, Minneapolis' Promise Neighborhood, lack access to formal early care and education and begin school already behind academically. When Promise started, only 28 percent of entering kindergartners living in and near the Zone met literacy benchmarks, compared to 71 percent of children in the entire Minneapolis School District. To address these problems, NAZ leaders laid out three goals and then committed to action for their early learning work:

- ▶ **Strengthen parent intent and action to navigate the complex, myriad child care resources available.** NAZ Connectors and NAZ Navigators were hired to cultivate relationships with enrolled families, guide them through the NAZ program and develop an individual plan for each family member. NAZ leaders were intentional about hiring NAZ Connectors who reflect not only the demographic make-up, but also the life experiences of the families enrolled. NAZ attributes its soaring enrollment and retention numbers to this strategy.
- ▶ **Ensure a sufficient number of slots in high-quality early learning programs while helping families to access those slots.** NAZ tapped the Early Childhood Action Team, a 20-member network of all the major early childhood centers in northern Minneapolis and representatives from city and county government and intermediary organizations, to serve as its Early Learning Network and work toward ensuring that NAZ-enrolled children are making progress toward kindergarten readiness.
- ▶ **Conduct or refer young children to early screenings to identify needs and drive supports.** NAZ Connectors reach out to find expectant parents living in the Zone and refer them for prenatal and home-visiting services, along with other supports. NAZ operates a Family Academy to teach parents about child development, and the Early Childhood Action Team has been tasked with creating an aligned system of screenings and assessments with schools, Head Start programs and pediatricians. NAZ-enrolled children comprise about 30 percent of all neighborhood children under the age of five, so the program has also hosted screening events to reach broader numbers of residents.

The progress achieved in three years' time are shown below, with neighborhood-wide gains highlighted even further by sharp increases in rates of kindergarten readiness for NAZ-enrolled scholars.





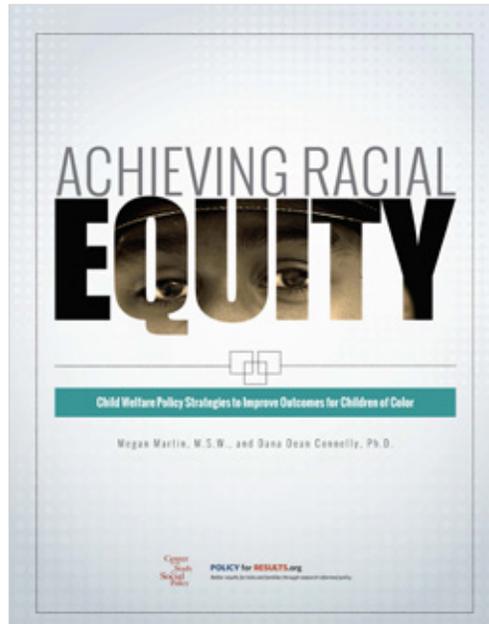
# Public Policy

CSSP believes that policymaking should be based on achieving concrete results; and that using reliable data for learning and accountability leads to improved outcomes for all children and families. We aim to influence policy so that there is a clear focus on results to improve key aspects of child, family and community well-being. We believe that no public policy is race or ethnicity neutral and that policy-making with attention to equity creates solutions that best meet the needs of the entire community.

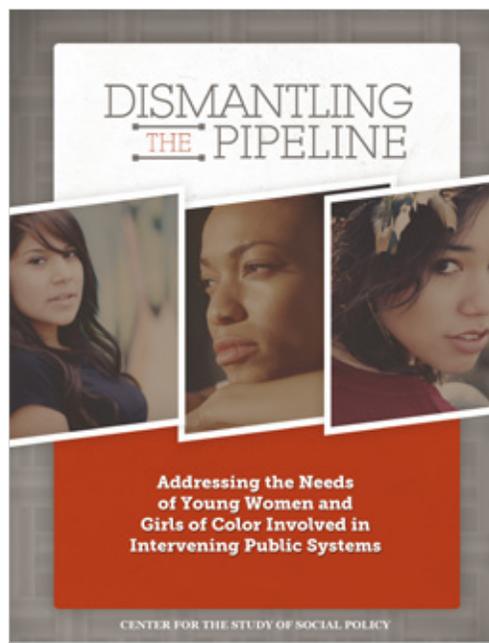
In 2015, our ability to respond to immediate policy opportunities while charting longer-range policy directions – all with an equity lens – expanded markedly. In May, Sen. Ron Wyden (D-OR) released a “discussion draft” of legislation that would invest new money and add greater flexibility into child welfare services through Title IV-E of the Social Security Act. It presented an enormous opportunity to radically change child welfare financing from mostly maintaining children in out-of-home care to opening up funding for sorely needed prevention services, such as family crisis support, mental health and substance abuse. Because this could have a huge impact on the provision of services and supports to families, our policy team spent much of 2015 providing expert commentary of various aspects of the bill, including its potential racial equity implications and its provision on what constitutes evidence for interventions. In late 2015, different iterations of the legislation continued to gain traction and our policy team has continually consulted and offered requested feedback to policymakers.

Annually, the team publishes a brief in response to the President’s budget proposal, highlighting how the budget can be used as an instrument to drive change in the areas of children, youth and families. In response to the FY 2016 budget proposal, the team released a brief on how to use the federal budget, as well as state and local ones, to advance equity. The federal budget, for example, provides a concrete opportunity to shift policies and programs toward investments aimed at addressing inequities and improving outcomes, such as new investments in preschool and early child care, as well as tax credits to

boost income support for working families and support for English language learners and expanded workforce development opportunities. At the local level, the brief outlined Portland, Oregon’s equity assessment process, which identifies whether budget requests advance equity and promote equitable services across communities.



Our policy shop also provided commentary on the need to apply a racial equity lens to large-scale data collection systems, such as the Adoption and Foster Care Analysis and Reporting System (AFCARS) and Indian Child Welfare Act (ICWA) compliance monitoring to support better outcomes and reduce racial disproportionality and disparities. The team also convened leaders in the LGBTQ community to begin drafting an LGBTQ policy agenda. With the release of ***Achieving Racial Equity: Child Welfare Policy Strategies to Improve Outcomes for Children of Color*** and a ***Race Equity Impact Assessment Tool***, we provided trainings and technical assistance sessions to help systems and others apply a race equity focus to policymaking.



Most notably, CSSP wrote a policy brief in support of a White House convening on ending the sexual abuse-to-prison pipeline experienced by young women and girls of color involved in intervening public systems. The result, ***Dismantling the Pipeline: Addressing the Needs of Young Women and Girls of Color Involved in Intervening Public Systems***, was published in October and offered policy strategies in six areas to stem the tide of needless justice involvement for girls of color who have experienced trauma.

# Better Evidence for Better Results

CSSP's policy agenda has long been results-focused, and we anchor our policy recommendations in evidence of effectiveness. Building on that work, in 2015 CSSP continued to expand its work to advocate for and document the benefits of a more inclusive approach to evidence to improve results for children, families and communities, reliably and at scale. With the assistance of a group of experts from varied fields, the Friends of Evidence, CSSP senior staff and Senior Fellow Lisbeth Schorr are mobilizing new conversations about the need to better fit methods for generating and using evidence to the complexities of the most promising strategies for community and systems changes. In 2015, CSSP began a series of case studies of

“evidence innovations” throughout the country, documenting new and promising approaches, especially those that achieve results by drawing on multiple sources of research and practice wisdom to develop interventions; evaluating progress in multiple ways; and developing durable processes of continuous learning for improvement.



Read, “To Achieve Big Results from Social Policy, Add This” a post by Lisbeth Schorr published in the Huffington Post with CSSP Board member Dr. Anthony Bryk in January to better understand the evidence

debate. [www.huffingtonpost.com/lisbeth-lee-schorr/to-achieve-big-results-fr\\_b\\_6510262.html](http://www.huffingtonpost.com/lisbeth-lee-schorr/to-achieve-big-results-fr_b_6510262.html)



Lisbeth Schorr, Senior Fellow

## Toward a New View of Evidence

“No one questions the importance of evidence. But it is time for all of us to think more expansively about evidence as we strive to understand the world of today and to improve the world of tomorrow. To get better results in this complex world, we must be willing to shake the intuition that certainty should be our highest priority. We must draw on, generate, and apply a broader range of evidence.”

Lisbeth Schorr  
Huffington Post  
January 21, 2015

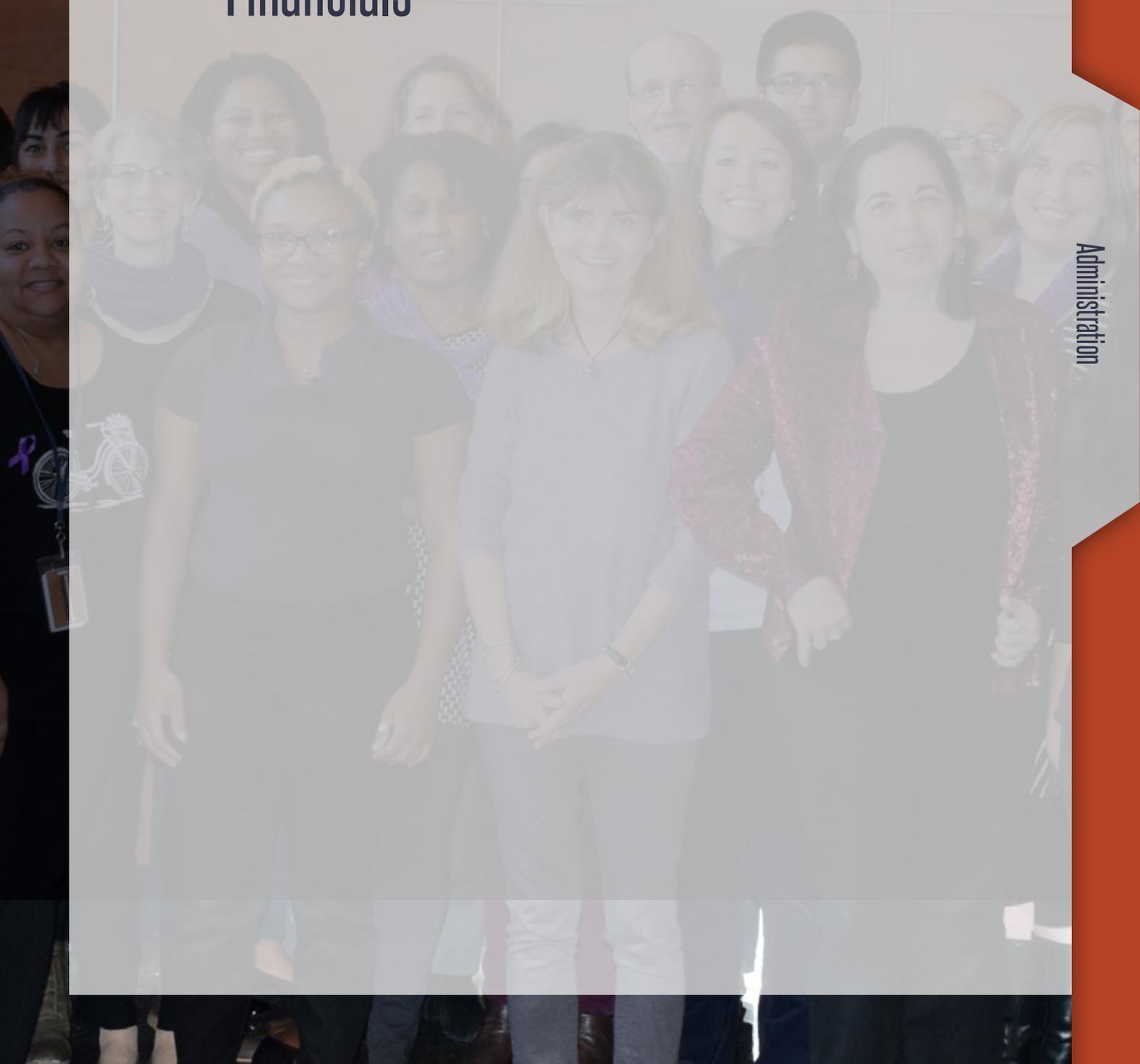
# Where We Work

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### Financials

Administration



# Where We Work



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Strengthening Families - Alabama

**ALASKA**

Strengthening Families - Alaska

**ARIZONA**

Strengthening Families - Arizona

**ARKANSAS**

Strengthening Families - Arkansas

**CALIFORNIA**

Best Start - First 5 Los Angeles

Building Neighborhood Capacity

Program - Fresno

EC-LINC - Alameda County & Project

DULCE

EC-LINC - Orange County & Project

DULCE

EC-LINC - Ventura County

EC-LINC - Los Angeles County & Project

DULCE

Expectant and Parenting Youth in

Foster Care

getR.E.A.L California

Promise Neighborhoods - Chula Vista

Promise Neighborhoods - Hayward

Promise Neighborhoods - Los Angeles

Promise Neighborhoods - Mission

Strengthening Families - California

**COLORADO**

EC-LINC - Denver

Strengthening Families - Colorado

**CONNECTICUT**

EC-LINC - Hartford

QIC-Research Based Infant Toddler

Court Teams

Strengthening Families - Connecticut

**DISTRICT OF COLUMBIA**

DC Class Action Litigation

Marvelous Whirlwind

Promise Neighborhoods - DC

**FLORIDA**

EC-LINC - Palm Beach County & Project

DULCE

QIC-Research Based Infant Toddler

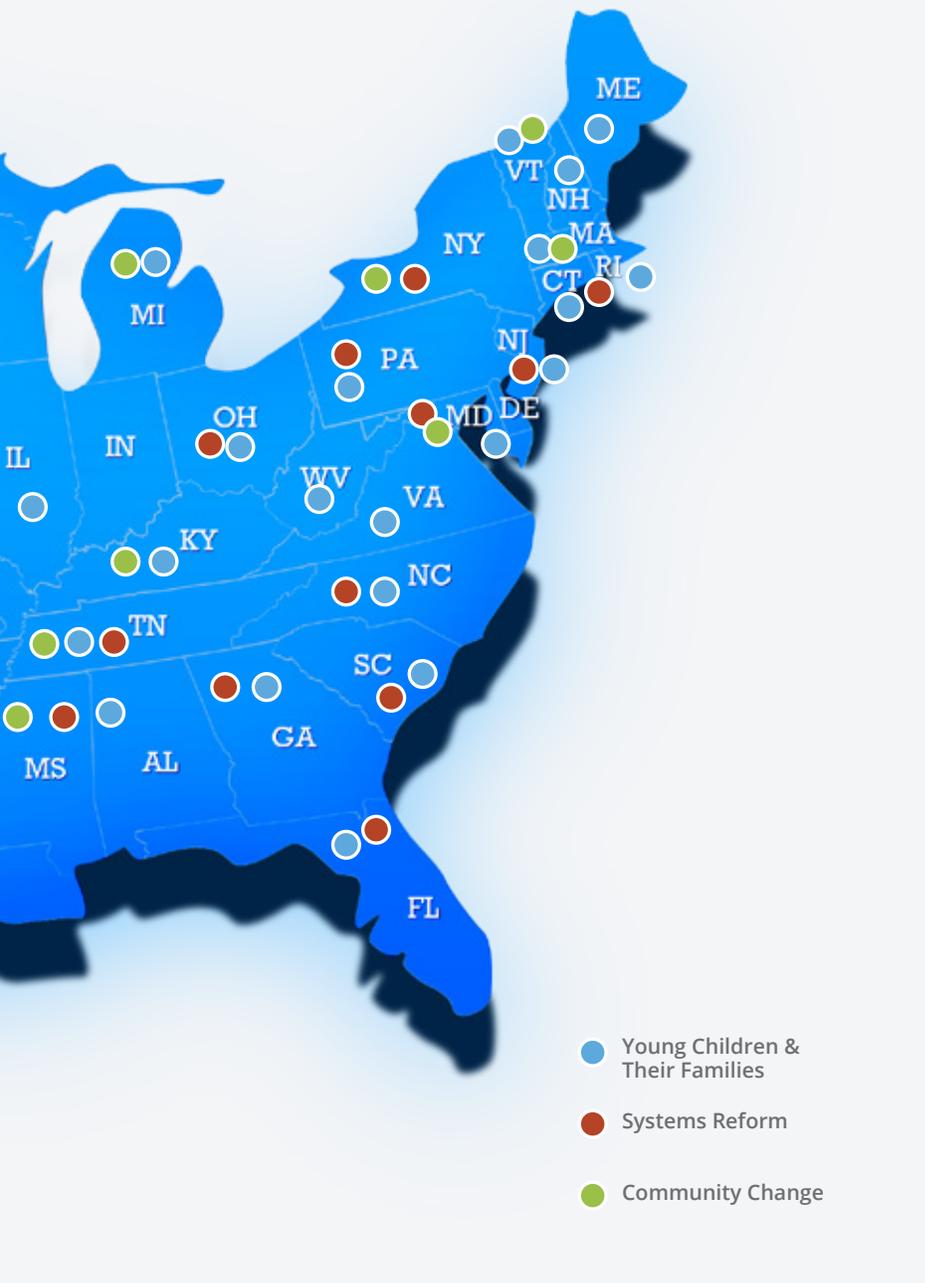
Court Teams

Youth Thrive (Brevard County- FL)

Strengthening Families - Florida

**GEORGIA**

Youth Thrive (GA)



Strengthening Families - Georgia  
**GUAM**  
 Strengthening Families - Guam  
**HAWAII**  
 QIC-Research Based Infant Toddler Court Teams  
 Strengthening Families - Hawaii  
**IDAHO**  
 Strengthening Families - Idaho  
**ILLINOIS**  
 Strengthening Families - Illinois  
**IOWA**  
 QIC-Research Based Infant Toddler Court Teams  
**KANSAS**  
 Strengthening Families - Kansas

**KENTUCKY**  
 Promise Neighborhoods - Berea  
 Strengthening Families - Kentucky  
**MAINE**  
 Strengthening Maine Families  
**MARYLAND**  
 Strengthening Families - Maryland  
**MASSACHUSETTS**  
 EC-LINC - Boston  
 Promise Neighborhoods - Boston  
 Strengthening Families - Massachusetts  
**MICHIGAN**  
 Building Neighborhood Capacity Program - Flint  
 EC-LINC - Kent County

Strengthening Families - Michigan  
**MINNESOTA**  
 Promise Neighborhoods - Minneapolis  
 Strengthening Families - Minnesota  
**MISSISSIPPI**  
 Promise Neighborhoods - Indianola  
 QIC-Research Based Infant Toddler Court Teams  
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 Strengthening Families - Missouri  
**NEBRASKA**  
 Youth Thrive (NE)  
**NEW HAMPSHIRE**  
 Strengthening Families - New Hampshire  
**NEW JERSEY**  
 NJ Class Action Litigation  
 Youth at Risk of Homelessness  
 Youth Thrive - New Jersey  
 Strengthening Families - New Jersey  
**NEW YORK**  
 Promise Neighborhoods - Buffalo  
 Youth Thrive - Westchester  
 Youth Thrive (NYC DOP)  
 Expectant and Parenting Youth In Foster Care  
**NORTH CAROLINA**  
 QIC-Research Based Infant Toddler Court Teams  
 Strengthening Families - North Carolina  
**OHIO**  
 Improved Parent Representation  
**OKLAHOMA**  
 Strengthening Families - Oklahoma  
**PENNSYLVANIA**  
 getR.E.A.L Allegheny County  
 Phila. DHS - Strengthening Families  
 Strengthening Families - Pennsylvania  
 Strengthening Families - Philadelphia  
**RHODE ISLAND**  
 Strengthening Families - Rhode Island  
**SOUTH CAROLINA**  
 SC Class Action Litigation  
 Strengthening Families - South Carolina  
**TENNESSEE**  
 Building Neighborhood Capacity Program - Memphis  
 Strengthening Families - Tennessee  
 TN Class Action Litigation  
**TEXAS**  
 Promise Neighborhoods - San Antonio  
 Promise Neighborhoods - East Lubbock  
**UTAH**  
 Strengthening Families - Utah  
**VERMONT**  
 EC-LINC - Lamoille Valley & Project DULCE  
 Youth Thrive - Vermont  
 Strengthening Families - Vermont  
**VIRGINIA**  
 Strengthening Families - Arlington County  
**WASHINGTON**  
 Strengthening Families - Washington  
**WEST VIRGINIA**  
 Strengthening Families - West Virginia  
**WISCONSIN**  
 Building Neighborhood Capacity Program - Milwaukee  
 Strengthening Families - Wisconsin

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# Financials

## Audited Statements of Financial Position

Audit performed by Councilor, Buchanan & Mitchell, P.C.

DECEMBER 31,	2015	2014
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	\$4,154,798	\$2,341,297
Investments	5,225,316	4,759,369
Grants and contracts receivables	1,667,856	1,538,734
Prepaid expenses	162,830	157,741
Other assets	3,074	6,070
<b>TOTAL CURRENT ASSETS</b>	<b>11,213,874</b>	8,803,211
Property and equipment, net	141,501	140,832
Cash surrender value of life insurance	428,378	428,829
Deposits	54,840	54,840
<b>TOTAL ASSETS</b>	<b>\$11,838,593</b>	\$9,427,712
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable	\$361,561	\$248,092
Grants payable	\$284,268	\$50,000
Accrued vacation	305,694	303,195
Deferred rent, current portion	76,237	41,773
Refundable advances	4,295,532	2,167,758
<b>TOTAL CURRENT LIABILITIES</b>	<b>5,323,292</b>	2,810,818
Deferred rent, net of current portion	421,029	398,080
Deferred compensation	428,378	428,829
<b>TOTAL LIABILITIES</b>	<b>6,172,699</b>	3,637,727
<b>UNRESTRICTED NET ASSETS</b>	<b>5,665,894</b>	5,789,985
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$11,838,593</b>	\$9,427,712

## Audited Statements of Activities

FOR THE YEAR ENDED DECEMBER 31,	2015	2014
<b>SUPPORT AND REVENUE</b>		
Grants and contracts	<b>\$11,039,453</b>	\$10,178,494
Investment income	<b>3,655</b>	133,244
Conference registration fees	<b>800</b>	130,350
Publication income	<b>17</b>	532
Miscellaneous income	<b>350</b>	569
<b>TOTAL SUPPORT AND REVENUE</b>	<b>11,044,275</b>	10,443,189
<b>EXPENSES</b>		
Program services		
Child and Family Well-being and Public System Reform	<b>3,878,963</b>	3,655,770
Building Strong Communities, Promoting Community Change and Building Capacity for Resident Leadership	<b>3,650,560</b>	3,609,909
Young Children and Their Families	<b>1,400,421</b>	881,738
Promoting Public Policy to Improve Outcomes for Children, Youth and Families	<b>631,440</b>	674,371
Total Program Services	<b>9,561,384</b>	8,821,788
Fundraising	<b>314,876</b>	101,252
Management and general	<b>1,292,106</b>	1,512,140
<b>TOTAL EXPENSES</b>	<b>11,168,366</b>	10,435,180
<b>CHANGE IN NET ASSETS</b>	<b>(124,091)</b>	8,009
<b>UNRESTRICTED NET ASSETS, BEGINNING OF YEAR</b>	<b>5,789,985</b>	5,781,976
<b>UNRESTRICTED NET ASSETS, END OF YEAR</b>	<b>\$5,665,894</b>	\$5,789,985

The notes in the full audit are an integral part of these financial statements.



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