

Building Success through Partnerships

2011 Responsible Fatherhood Site Exchange Series



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

 **Real Families
Real Strengths**

**Building Success through Partnerships:
2011 Fatherhood Site Exchange Series**

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Series Overview

To promote peer-to-peer learning and dissemination of promising practices, the Office of Family Assistance (OFA) sponsored a site exchange series in late winter and spring 2011 focused on partnerships in Responsible Fatherhood programs. During these two- to three-day exchanges, a “host” grantee—working with OFA’s Technical Assistance (TA) Team—designed a site visit schedule and learning session for a small group of visiting grantees. Host agencies were selected by Federal program officers and technical assistance experts based on performance and expertise on a high-priority topic within the Responsible Fatherhood program. A guiding theme for each site exchange was the importance of partnerships, and the vital role that strategic relationships can play in promoting program quality and sustainability.

This report examines the knowledge gained during each site exchange, the strategies grantees used to develop partnerships, practices used to successfully engage program participants, and the changes in practice, actual or anticipated, resulting from knowledge gained during the site exchanges. The following five site exchanges are documented in depth as case studies in this report:

- Effectively Engaging Child Support Partners
- Effectively Engaging Offenders and Ex-Offenders
- Effectively Engaging Domestic Violence Prevention Agencies
- Effectively Engaging Partners in Evaluation
- Effectively Engaging Partners in Promoting Economic Stability

Case Study Methodology¹

The TA facilitators and lead writer for this report were responsible for reviewing relevant program documents (e.g., grant or continuation applications, semi-annual reports, evaluation reports), taking notes during the visit, conducting follow-up conversations 30 to 60 days after the site exchange, and writing a final report that summarized key observations and themes discussed during the exchange. These data were analyzed and used to write the case studies presented in the report.

¹ Yin, R. (1994). *Case study research: Design and methods* (2nd ed.). Beverly Hills, CA. Sage

Introduction

Site Exchanges: A Novel Approach to Peer-to-Peer Learning

While quality assistance takes many forms, one increasingly popular and effective option is peer-to-peer learning. A mix of formal presentations and informal discussion, these opportunities offer a low-pressure environment for grantees to exchange information about effective programs and solicit advice on pressing challenges. They also can observe high-quality programs in operation and reflect on how to adapt innovative practices and policies to their own programs. It is a unique form of technical assistance in which participants observe successful activities “on the ground,” where they can learn the philosophies, structures and approaches used to build successful projects.

To support this type of assistance, the Office of Family Assistance (OFA) sponsored a series of Effective Services Site Exchanges for Healthy Marriage grantees in 2009 that drew strong reviews from participants. While a handful of Responsible Fatherhood (RF) grantees attended these sessions, OFA embarked on another series in spring 2011 with specific site exchanges tailored to RF grantees. In five exchanges held nationwide, the OFA Technical Assistance (TA) Team² convened nearly two dozen grantees for peer-to-peer learning opportunities. Each exchange included a host site – a program identified by federal program officers and TA experts as possessing a high level of performance, successful partnerships, and knowledge on a specific issue related to RF programming. A site exchange also included up to three guest grantees interested in learning more about the host agency’s area of innovation and expertise.

Held over two to three days, each site exchange included direct observation of programs and activities at the host site with opportunities to ask questions of key stakeholders. Visitors observed programs and workshops, interviewed agency leaders and program participants, and engaged in peer-to-peer discussions about program challenges and successes. The emphasis of these activities was on partnerships, due to the importance of such alliances in project growth, stability, and sustainability after the end of federal funding. Guest grantees also made presentations about their programs, and the format included ample opportunity for frank

² Members of the OFA Technical Assistance Team included representatives from ICF International, the Center for Urban Families, and the National Fatherhood Initiative.

discussion about successes and challenges. The goal of these exchanges was to facilitate communication across diverse agencies to generate insights that can enhance the quality of services.

Although a site exchange is many things, it is not designed simply to showcase a “model” grantee and highlight the shortcomings of the visiting agencies. Instead, a site exchange is designed to be a powerful technical assistance approach that engages peers in direct observation and discussion of successful programs and practices. The goal is to “make the strong stronger” by capitalizing on the knowledge and expertise of Responsible Fatherhood grantees. Selection criteria for “host” and “visiting” sites followed a general principle of linking grantees with strong practices to those seeking to enhance strategies on specific issues, such as working with child support agencies, serving incarcerated fathers, and meeting challenges in data collection and evaluation. OFA and its TA team identified host sites and guest grantees for each exchange, which generally lasted one full day and another half day.

Each exchange also had a skilled TA facilitator whose role was to lead discussions and set up a detailed agenda with the host agency. A conference call between host and guest grantees preceded each exchange, where all parties discussed the intent of the meeting, the proposed schedule, and participant expectations. At the end of each exchange, the TA team assessed participants’ perceptions of the usefulness of these exchanges. In addition, to gauge longer-term effectiveness, ICF also convened a series of conference calls six weeks after the events to document how visiting agencies are using information they learned at the exchanges. During these calls, participants discussed how they had implemented or planned to incorporate many ideas from the site exchange. They also provided strong endorsements of the site exchange concept, noting that it provided an innovative approach to improving program quality.

Harnessing lessons learned and disseminating them to a wider audience are important ingredients of long-term program success. Through site exchanges in Maryland, Ohio, Colorado, Indiana, and Minnesota, RF grantees observed high-quality practices in action and engaged in productive, real-world discussion about their programs and communities. By providing a non-threatening environment for observation and reflection, these exchanges offered Responsible Fatherhood grantees an opportunity to gain new insights that can help guide their activities in the future. This report also will help advance practice in the field as RF grantees seek to build and extend partnerships for the future.

Case Study #1: Effectively Engaging Child Support Partners

Host Agency: The FATHER Project, Minneapolis, MN

Top Takeaways

- By bringing child support staff directly into a fatherhood program at set hours each week, the FATHER Project and Hennepin County Child Support have created an innovative partnership with strong potential for replication. It illustrates a common-sense “evolution” rather than “revolution” in service to non-custodial fathers that is a ‘win-win’ for both organizations.
- The increased emphasis on accountability in publicly funded programs brought the parties together, and this trend is an opportunity for new levels of cooperation between Responsible Fatherhood programs and local child support agencies. Seeking to achieve ambitious goals, both organizations have incentives to break down barriers and collaborate.
- A ‘one-stop shop’ of fatherhood services in community settings can yield powerful results. Bringing child support personnel and early childhood educators into FATHER Project offices helped break down barriers and increase positive outcomes.
- A ‘partnership’ between organizations may not mean true collaboration. Collaboration requires give and take from all stakeholders where everyone is invested and engaged—as in the FATHER Project partnership with Hennepin County. While collaboration is hard, however, the benefits are potentially significant.

Overview of the Partnership

Recognizing that many fathers have difficulty navigating the complex child support system, The FATHER Project in Minneapolis set out to develop a partnership that would reduce men’s frustration but engage them in the support process. The result is a groundbreaking partnership with Hennepin County that brings the child support office directly into FATHER Project headquarters on a regular basis.

After a lengthy series of discussions and negotiations, the county agreed to start sending two staff members to the FATHER Project office twice a week to discuss client needs and answer questions of case managers. The partnership reflects a major change in thinking about how fathers interact with child support. In the past, men and their legal representatives had to visit the county office, locate appropriate contacts, and hope to find the answers they were seeking. Under this

partnership, the county office comes into the community, breaking down barriers of access and trust.

Representatives of both groups talked candidly with site exchange participants about the 'win-win' nature of the partnership. One key breakthrough in early discussions was the recognition by the FATHER Project and Hennepin County Child Support that both organizations shared mutual goals. To meet accountability targets, the child support office needed new approaches to reach fathers in order to raise collections and address arrears. FATHER Project staff recognized that, despite the frustration of some men, meeting the intent of child support orders was a fundamental requirement for these fathers to take control of their lives. Unpaid support can cost a father his driver's license, and many of these men wanted help to address changes in support or custody orders.

After much discussion, both groups reached a memorandum of agreement through which child support officers regularly visit the FATHER Project. Child support now has regular hours at the facility two days a week, during which time a paternity establishment officer and support enforcement officer are available to answer questions. Also, in a biweekly "coordinated case review," FATHER Project case managers present cases for consideration. With laptops linked to county records, the child support officers provide information on current support payments, the status of custody hearings, and even information about child support orders outside the county if Hennepin has a data-share agreement with the jurisdiction. Client case managers also can ask questions about next steps and future court hearings. Fathers do not attend the sessions but sign a consent form annually agreeing to the process. Participants also only refer to a client by his first name or initials, for additional protection of confidentiality. Site exchange attendees observed a coordinated case review, during which case managers discussed in detail the situation facing specific clients. Case managers calmly asked questions on their clients' behalf and obtained many answers to child support and custody topics.

Despite the strong appeal of this outreach effort, there were considerable barriers to overcome to make the process a reality. For the child support office, the safety and security of their personnel were paramount, and any agreement had to provide for those protections. FATHER Project staff recognized that their case managers could serve as the valuable go-between for productive discussion. Both organizations noted that the relationship grew out of a mutual need for a positive, forward-thinking relationship rather than an adversarial one. Since no funding is involved or exchanged for this partnership, both parties had to focus on shared common goals to

overcome logistical and organizational concerns. From its initial stages, the partnership has grown to an extent that the child support staffers conduct presentations for new clients at FATHER Project orientation.

For participating fathers, the program also can bring significant benefits as certain incentives may be available to FATHER Project clients that are not available to others. For example, child support officers may allow a father time to work on a GED if he is meeting FATHER Project goals.

Attainment of goals also may lead to earlier reinstatement of a driver's license suspended for failing to pay support. In one far-reaching aspect of the partnership, fathers can have past arrears forgiven based on adherence to a support plan. For example, a client who for six months pays 120% of child support owed can have his total arrears reduced by 50%. The client can have the remainder forgiven if he continues to pay 120% of owed support for another six-month period. The men must continue to meet support orders in the future to remain in good standing.

Other Partnership Development Strategies

Founded in 1999 as one of 10 national "Partners for Fragile Families" demonstration projects, The FATHER Project became part of Goodwill/ Easter Seals Minnesota in 2004. During fiscal year 2010, the project enrolled 247 fathers, a record. A slight majority, 51 percent, were African American though it also serves significant numbers of Hispanic and Native American men. Holistic services include parenting groups, empowerment/life skill sessions, GED training, and early childhood programs.

In addition to the Hennepin County Child Support partnership, the agency has several other strategic alliances. It contracts with a Latino organization that provides a bilingual case manager on a part-time basis. To FATHER Project's executive director, this contract arrangement is preferable to hiring a new employee not only due to cost but also because it expands the project's partnerships in greater Minneapolis. The FATHER Project also partners with Minneapolis Early Childhood Family Education to sponsor weekly Play and Learn sessions. Held at FATHER Project offices, these evening sessions help both fathers and mothers gain important information about child development.

To reach out to the community, the organization sponsors Citizen Fathers, in which past and current project participants speak to the community about how fatherhood education has helped them. Citizen Fathers made an evening presentation to site exchange participants where they

explained how the training has helped them learn more about parenting, visitation rights, and establishing strong relationships with children. The idea behind Citizen Fathers is that participants “give back to the community.” The men, who have from one to seven children, speak at schools, churches, and prisons about their experiences, the FATHER Project, and the topic of responsible fatherhood. During 2010, members of Citizen FATHERS logged 339 volunteer service hours and made 13 community presentations.

Program Outcomes

Both parties also viewed the partnership as successful. In 2009, FATHER Project participants paid 51% of the total child support owed, and this amount increased to 56% in 2010. The agency continues to seek comparable data on payments by low-income fathers to benchmark their success. The rate does compare very favorably to a Hennepin County group of “sporadic” payers (low-income fathers with similar challenges) who were offered employment programs up through 2008, when the program was cut. Low-income fathers in this program only paid about 20% of the support they owed.

In building community partnerships and visibility, the FATHER Project also sought to gather firm data on the value of their programs and its return on investment (ROI). With that in mind, the project enlisted the help of Wilder Research to determine “actual” ROI based on short-term effects on father and family income and “prospective” ROI based on longer-term projected savings achieved through education, child development and reduced recidivism. Actual ROI showed that for nearly 400 participants, FATHER Project activities generated benefits of \$2.7 million, or \$3.41 for every \$1 invested. Participants earned \$2.45 million in increased income; paid an additional \$183,000 in taxes; and contributed \$50,000 in additional child support payments. At a time when some grant-funded programs are in jeopardy due to budget cuts, documenting a healthy return on investment can generate continued local support for fatherhood programs, they said. The prospective ROI showed the potential for even greater savings over a longer period of time.

Changes Resulting from the Site Exchange

- Some Minneapolis-area agencies attending the exchange have held informal discussions since the event about how best to expand outreach to St. Paul and neighboring areas to meet demand.

- The coordinated case management sessions involving Hennepin County Child Support left a strong impression on many visitors, who said they would seek closer relationships with their local child support enforcement agencies.
- Several guest grantees said the FATHER Project’s development of a return-on-investment document is a strategy they plan to implement at their sites.

Case Study #2: Effectively Engaging Offenders and Ex-Offenders

Host Agency: The RIDGE Project, Defiance, OH

Top Takeaways

- Developing and maintaining a solid reputation is essential for the success of Responsible Fatherhood programs that work with prisons to deliver services to incarcerated fathers.
- Fatherhood programs can expect to encounter logistical and security challenges, plus some initial skepticism, when working in prisons. As a result, partnerships often take time to develop. The job requires patience, perseverance, and a willingness to deflect credit for success. Attendees agreed with one participant’s statement that, “If you don’t care who gets the credit, it’s easy to get things done.”
- Staying in contact with fathers after release is essential to help them adjust to life in the community and to collect data on recidivism rates. The RIDGE Project sought to formalize this goal by establishing an employment service for ex-offenders, creating another revenue stream for the organization and establishing new links with employers.

Overview of the Partnership

The RIDGE Project has worked with Ohio correctional institutions since 2000 due to the vision of founders Ron and Cathy Tijerina. Ron had spent 15 years in prison before new evidence threw his conviction into doubt, triggering his release. He and Cathy then created the RIDGE Project to empower, strengthen, and heal families, and they received a Responsible Fatherhood grant in which they work with eight correctional facilities. Through extensive personal outreach and effort, they have permission from these facilities to offer a 24-week Keeping FAITH (Families and Inmates Together in Harmony) program for fathers and their families. It begins with a six-week Couples Communication I course that brings together men and their partners. The fathers then participate

in a 12-week program that focuses on self-esteem building, positive parenting, and building relationships with their children. As part of this phase, the men develop goals and mission statements and aspire to the status of “Tyro,” or apprentice warrior. Men recite a Tyro pledge and earn a Tyro pin at the end of the 12 weeks. The final six weeks consist of Couples Communication II, when the men are again teamed with their partners to discuss positive relationships and moving forward.

In receiving an overview of the program, site exchange attendees interacted directly with prison officials and incarcerated fathers. They traveled to London Correctional Institution, a medium-security facility of 2,600 inmates approximately 30 miles south of Columbus to observe the Tijerinas deliver a 75-minute class. The lesson focused on stereotypes, encouraging the men to reject stereotypes that society may place on them while recognizing that their children also must deal with and overcome stereotypes due to the parent’s incarceration. The session included role-play activities (some involving site exchange attendees) that were well received by the 18 incarcerated fathers in attendance.

A follow-up meeting with corrections officials offered insight into what each partner brings to the program. Ron Tijerina said the process began by cold-calling correctional institutions. One call brought him in contact with the manager of the Correctional Treatment Facility in Toledo, a prison diversion program located within the community. The facility’s manager said Keeping FAITH appeared to be “the missing link” in the services provided by his program. However, due to Ron’s past conviction, he first had to obtain permission from a judge to enter into a partnership. Once overcoming that obstacle, the program has proven to be a valuable support service in efforts to reduce recidivism at that site. Officials from London Correctional Facility also explained how they saw the potential of the RIDGE Project but proceeded slowly, starting with a pilot program. To build support in their organization, it was important to start and complete one full 24-week pilot course before the facility would support starting a second course. Based on the success of that pilot, the relationship between the prison and RIDGE has continued to grow.

Both the prison officials and the Tijerinas acknowledged that it is challenging for external organizations to work with correctional institutions because of concern about security and a need to develop a trusting relationship. “If you’re not willing to work out the kinks, don’t even start,” one participant said. Workshop presenters may need to change programming at a moment’s notice to accommodate prison schedules and may have difficulty entering the facility on a particular day even though they were previously cleared to attend. “You have to innovate on the

fly,” Cathy said. Ron’s understanding of prisons has been invaluable, as he is less likely to get frustrated by bureaucratic challenges and is quick to build a rapport with inmates.

Other Partnership Development Strategies

For the RIDGE Project, it is important not only to develop a solid reputation but also to maintain it. Leaders can change frequently at an institution, and there regularly is a need to build relationships with new administrators. Despite this changeover, constant outreach to all corrections staff is important, as program managers and correctional officers can recognize the value of a fatherhood program on a day-to-day basis. Preserving a strong reputation is essential particularly when faced with unexpected difficulties. For example, the Tijerinas noted that one woman attending a RIDGE-sponsored family day at a prison tried to bring in contraband to give to her incarcerated partner. Prison officials were able to confiscate the material, but they also quickly exonerated the RIDGE Project from any blame. The incident was an eye-opener, Cathy Tijerina said, since “one person out of a thousand could ruin it for your program.” However, because of the program’s sterling reputation within the prison, “It didn’t reflect on us,” she added.

In another example of reaching out to the community, The RIDGE Project recently opened an employment agency to help ex-offenders gain job training to move into productive jobs. The Tijerinas view this program as a strategy for sustainability after the end of the federal grant, and it also allows them to build partnerships with employers. Called Workforce Strengthening: Helping Your Company Do More for Less, the program is totally self funded with one RIDGE staff member recruiting employers. Individual participants include not only ex-offenders but also low-income individuals, most of whom lost their jobs in the recent economic downturn. RIDGE recently placed its first four men in subsidized employment, and feedback so far is encouraging. This idea drew considerable interest among the visiting agencies, who said a similar program could help them support sustainability and generate new partners for their programs.

RIDGE also works with correctional facilities and community agencies to track recidivism rates of its participants. These rates are generally low – 2 percent in the year after release – and this compares favorably to Ohio state data, which shows a 13 percent recidivism rate one year after release. Visiting agencies agreed that tracking these statistics is vital to their long-term success. A New Jersey program attending the workshop is able to collect sufficient data from partners that it can compare Fatherhood program completers to those who did not finish the program.

Completers have a recidivism rate of less than 5 percent, compared with a 14 percent rate among

those who started but did not complete the program. Tracking this information requires the agencies to build relationships with a variety of staff within the corrections system.

Program Outcomes

To promote accountability, the Tizerinas conduct an extensive feedback process that includes pre- and post-program surveys of the fathers to document gains. Participating fathers, as well as corrections officers and facility administrators, also complete satisfaction surveys reviewing the work of the presenter. The pre- and post-program surveys are largely multiple choice questions that examine men's views of their relationships with partners and children. More than 40 questions focus on how the men deal with conflict, talk with a partner, relate to a child, and perceive their situation. In most cases, men have achieved at least moderate gains. The satisfaction surveys allow the incarcerated men to rate, on a 1-5 scale, the effectiveness of the program in conveying more than a dozen themes covered by the course, including both fatherhood and personal development/growth topics. Keeping FAITH uses the surveys to look across sites to determine the effectiveness of individual facilitators. When some sites score higher than others on specific topics, facilitators review their teaching strategies to improve instruction.

Changes Resulting from the Site Exchange

- Visiting agencies said they learned the importance of having a presenter/leader with direct experience inside a correctional facility.
- The focus on evaluating workshops and presenters resonated with the visiting grantees. Particularly useful was the RIDGE Project's two-part approach to obtain the views of corrections officers and prison administrators as well as satisfaction surveys of the participants.
- Several visiting agencies said that by creating an employment agency to help ex-offenders, the RIDGE Project was undertaking a vital service that helps fathers and promotes sustainability. These grantees said a subsidized employment program is one new option they would like to pursue in a current or future grant.

Case Study #3: Effectively Engaging Domestic Violence Prevention Agencies

Host Agency: Colorado Department of Human Services, Denver

Top Takeaways

- Philosophical differences frequently exist between fatherhood programs and domestic violence service providers. However, perseverance can pay off when both agencies commit to relationship building and constant open dialogue. Also, having Fatherhood and domestic violence representatives conduct outreach together can improve the recruitment process for both agencies and diffuse some of the natural defensiveness between the two groups.
- There is value added when large fatherhood program grantees go into the field and observe their own programs to gain more insight, review what works, and rethink new solutions to identified challenges.
- There is value added when a local fatherhood agency and domestic violence service provider use a co-location model. Among other benefits, agencies can get immediate answers to questions or challenges. Co-location also can strengthen the relationship between the two groups.
- When developing partnerships with domestic violence service providers, remember to include all relevant organizations. Domestic violence *service* providers usually focus on outreach to the victim, while domestic violence *treatment* providers focus on the domestic violence offender.

Overview of the Partnership

The Colorado Department of Human Services (CDHS) is one of two state agencies nationwide to receive a five-year, \$2 million Responsible Fatherhood community access grant that combines federal and state objectives. CDHS serves as the central statewide coordinating body for Responsible Fatherhood activities, providing financial support to local fatherhood programs – or sub-awardees – since 2006. Local organizations apply competitively for funding each year, and 63 have obtained support for at least one year since the project’s inception. Each local grantee must establish a formal partnership with a domestic violence provider before it can receive funds. With their partner, each sub-grantee must develop a domestic violence protocol that includes use of a

screening tool. Local grantees also are encouraged to establish partnerships with a workforce development program, mental health provider, child welfare/protection agency, criminal justice agency, and child support enforcement office. Twenty-seven agencies are currently receiving sub-awards; some are returning grantees while others are new to the program.

To foster a strong relationship with sub-grantees, CDHS emphasizes the importance of training and monitoring. Each year, it sponsors a Domestic Violence Academy with new sub-award recipients to address guiding principles, lessons learned, successes and challenges, and batterer characteristics and tactics of those with past episodes of domestic violence. The state agency also offers monthly webinars on similar topics. Within 90 days of the start of the grant period, local grantees must train their staff in recognizing domestic violence and using the screening tool. Domestic violence prevention agencies also are encouraged to advise grantees about case management, particularly as it relates to making appropriate referrals to address domestic violence or other family violence issues.

While these are useful outreach techniques, the agency has encountered challenges primarily related to the myths and philosophical differences among fatherhood programs and domestic violence service providers. The frequent perception is that all fatherhood programs advocate for and emphasize father rights while all domestic violence providers believe that fathers, once identified as batterers, cannot change. In response, CDHS tries to emphasize a common goal that all agencies promote an environment of non-violence for the family. The agency recognized that, since both sectors often serve the same populations, this common ground was an opportunity for collaboration not a drawback to long-term success.

On an implementation level, CDHS sought to address these issues by requiring collaborative development of the domestic violence and screening tool by all local agencies. The state provides a basic template, but the local fatherhood and domestic violence prevention partners customize it for their own situation. CDHS oversight staff also visit sub-awardees periodically to review their paperwork and ensure the grantee is following all developed protocols. Some benefits of these local partnerships are enhanced services for fathers, easy transition to services such as domestic violence assessments, supervised visitation, and victim services. The state agency also encourages use of culturally sensitive and gender neutral language as well as greater outreach to rural areas.

One lesson learned by the state is that fatherhood programs want friendlier ways to engage men in the domestic violence conversation. Program staff re-designed their outreach efforts to engage men in conversation instead of just asking questions. There also was a recognition that agencies must address fathers with dignity, even if they have only supervised visitation rights due to past incidents of domestic violence.

At the site exchange, grantees observed a fatherhood program workshop on domestic violence where a key element of the class was a video of young children discussing their experiences with domestic violence situations. This video is designed for other child victims of domestic violence to let them know they are not alone and to provide them a level of comfort in discussing their experiences. Several guest attendees said that using video to convey the message was a strong technique to address the common challenges facing fathers as well as community agencies.

Other Partnership Development Strategies

While promoting partnerships at the local level, CDHS also is active in statewide outreach efforts. It supports a campaign, Colorado Men Against Domestic Violence (CMADV), that works to build a community of men who no longer tolerate domestic violence. With state involvement, the campaign offers several forums and resources to promote this effort including:

- Monthly meetings;
- Resource sharing on www.coloradomenagainstdv.com;
- Attendance at community, domestic-violence focused events; and
- Educational information focused on building positive masculinity in young boys.

Leaders billed the CMADV as one of the largest community of men in the nation who work to reduce domestic violence and develop networks of men to prevent domestic violence.

On a statewide basis, Colorado has created a Fatherhood Council comprised of fatherhood programs across the state. It also retained The Bawmann Group, a public relations firm, to develop a public awareness campaign. A central component is a public website, www.coloradodads.com, that includes all campaign advertisements, marketing collateral, and news releases available in English and Spanish. The campaign's goal is to increase enrollment in community access funded fatherhood programs and raise awareness of responsible fatherhood in the state. The website also includes a portal for practitioners that helps support child welfare and child support workers. This

portal offers an incentive to workers from these agencies and their partners to use materials on the web portal. Employees accrue points and receive a small gift when they achieve a certain number of points.

Changes Resulting from the Site Exchange

- Visiting grantees said they were attempting new strategies to 1) approach the domestic violence community with a message that Fatherhood activities can serve as a prevention program to educate men and break the cycle of violence and 2) partner more extensively with the domestic violence community through toy drives, joint events, and other activities.
- Based on ideas taken from the site exchange, a visiting agency is developing a “reconnection station” to help fathers re-connect with their children.
- Several indicated they thought the video presentation of children affected by domestic violence was an effective strategy that could help them. Of particular interest was how children in the video “offered advice to other children,” as one visiting grantee noted.

Case Study #4: Effectively Engaging Partners in Evaluation

Host Agency: Indiana Youth Institute, Indianapolis

Top Takeaways

- It is essential to identify metrics and quantify the value of extra services that an intermediary organization provides to local partners so that the partnering grassroots community-based organizations understand the “value added” by this agency.
- Coalitions work best when local partners collaborate without regard for their own organization’s “territory” and when local staff and volunteers are fully committed to regular data collection, which is essential for tracking and enhancing performance.
- One of the common benefits of an intermediary model is the wide-ranging set of technical assistance tools, including evaluation support through staff time and tested data-collection tools, which are essential to thorough program management and long-term stability.

Overview of the Partnership

The Indiana Youth Institute (IYI) has a community access grant from OFA to support Responsible Fatherhood programs in the state. It operates an intermediary model—that is, a “pass-through” organization that works closely with smaller groups of sub-awardees, providing them with oversight, data-collection support, report-writing, and other developmental assistance. IYI’s initiative works closely with five community based coalitions, providing technical assistance such as evaluation support, assistance with mandated reporting, coalition development activities, and support for continuous improvement. IYI provides field staff and consultants, as well as headquarters staff, to support local coalitions, who are referred to as micro-partners. The chief partnership highlighted at the site exchange was the evolving relationship between the institute and the community coalitions in building support for evaluation in the program.

IYI’s work began with relatively little attention to evaluation, in part due to a lack of federal government guidelines. The institute worked with Indiana University (IU), its evaluation partner, on a comprehensive plan. Early formative evaluation work focused on documenting the building of coalitions, the work of these organizations, and the impact on participants. The process had challenges, as researchers designed an intake form that faced objections from local partners since it was not mandated by OFA. As a result of these discussions, there was considerable variation among partners in evaluation data collected in the early stages of the program.

By the project’s third year, new leadership at IYI became convinced not only that significant changes were needed in two of the program’s coalitions, but also that the evaluation needed to be more rigorously to collect monthly and quarterly data. Although this meant some additional work for local partners, over time the new approach paid high dividends: program benchmarks increased and at least one individual in each coalition was named a data specialist. While this process was informative and sometimes challenging, as a result of a deeper commitment to tracking participant experiences, IU researchers were able to collect more information on participants after they left the program. IYI and IU also conducted site visits to all of the coalitions to bring back qualitative information. Evaluators said there was some frustration in visiting a program that seemed to make a difference but had no information to demonstrate its effectiveness. Presenters noted that programs must have a way to tell their stories, through which coalitions can become sustainable and win additional funding. By Year 4, however, the agencies had obtained more detailed sets of participant feedback, not only from the classroom but also

after they had graduated from the fatherhood program. This data helped to illustrate the larger value of coalition programs.

Attendees also heard presentations from two coalitions whose data-collection efforts were notably successful: The Bedford Father's Forever Coalition, which works in a rural area, and Evansville Fathers Matter Coalition, which focuses on an urban population. Both organizations said it is essential to have a clear vision and honest collaboration among partners. The Bedford coalition has expanded services into a nearby county, taken the lead on domestic violence issues, and established its organization as an independent 501c3. The Evansville coalition underwent a reorganization in year 3, the same year that Line Street Church of Christ joined the program. IYI helped facilitate the rebuilding of the local coalition, deploying field staff and coaches to connect to the community. "We had passion," said Marcus Watkins, pastor of Line Street Church. "But passion without knowledge is dangerous." One priority for the new Evansville coalition was finding the right partners who are willing to openly collaborate and genuinely work together with a focus on fathers and families.

Other Partnership Development Strategies

The intermediary model offers a unique opportunity for a large organization to convey its expertise to smaller, less-experienced grassroots organizations. The overall IYI theme was that building such partnerships is a gradual process, though the overall goal is to improve performance of the grassroots organizations. An effective intermediary model allows people to work in small groups to identify knowledge gaps and help micro-partners master new concepts. As one partner noted, the intermediary relationship "helped us identify and realize what we didn't know—and helped us identify and improve in areas where we needed help. IYI helped move us forward, helped us with reporting requirements, and we'd definitely do this again."

As small organizations, however, there is always the potential for agencies in the same coalition to compete for men and for funding. One state priority is to help coalition partners work together and cross-refer fathers and families based on the services most appropriate for them. Many of the local coalitions include faith-based partners, but IYI has been careful not to push a faith component on fathers interested in services. As Watkins noted, partners have reached this understanding: "I'm not serving you based on what you believe in. I'm serving you based on what I believe in." In fact, several noted that their members of their coalitions are so passionate about fatherhood supports that they would conduct these activities even without funding.

Given the complexity of implementing intermediary programs, however, most participants agreed it is important to “consistently collect information from the start.” Once a program is nearing maturity, it is difficult to ask them to collect and report new information.

The IU evaluators also did some training sessions with coalition members directly rather than work only through IYI. As a result of this close work, evaluators also agreed to capture some outcome data not required by OFA. In addition, one lesson learned from participants was that IYI’s intermediary relationship with micro-partners was instrumental in building local buy-in for a rigorous data collection system.

Changes Resulting from the Site Exchange

- One visiting agency, another community access grantee, said he learned the importance of deploying personnel in the field to interact with local staff and provide technical assistance. He said he planned to get more of his employees out of headquarters and into the field, with a particular emphasis on isolated areas of the state.
- Several attendees said they recognized a need to conduct more qualitative evaluation as a result of participating in the site exchange. One noted that any assessment tool should offer a chance for fathers to answer open-ended questions that capture their views on the program and its value. She added that qualitative data “bring data to life for funders and evaluators.”
- Attendees said pre-participation and post-participation evaluations are equally valuable to determine what’s working in a fatherhood program.

Case Study #5: Effectively Engaging Partners in Promoting Economic Stability

Host Site: Center for Urban Families, Baltimore, MD

Top Takeaways

- Fathers become self-sufficient through a menu of services that begins with a focus on relationships and parenting and continues through an examination of finances, education, and career services.
- While economic stability is one long-range program goal, grantees can establish a foundation for economic success through activities that also build men’s self-confidence.

- In this economy, it's essential for fatherhood agencies focused on economic stability to attract support from external funders or 'champions' from the private sector. Offering 'meet-and-greets' where potential funders see the project in action is important to expand this support.

Overview of the Partnership

The Center for Urban Families (CFUF) has established multiple partnerships with state and local agencies since it opened in 1999 as a provider of parenting and workforce development services for low-income fathers. Formerly known as the Center for Fathers, Families and Workforce Development, the organization changed its name in 2007 to reflect more accurately its integrated approach to connect men and women to career paths and strong families. Through its programs and partnerships, the organization helps fathers reconnect with families, find employment, resolve child support issues, overcome addiction, and learn parenting skills.

Among its best-known services is a three-week job training program, STRIVE Baltimore, which targets hard-to-employ fathers. Based on an approach developed in East Harlem, N.Y., STRIVE is an intensive program model that includes three weeks of job readiness training (over 115 hours) that covers topics such as attitudes, workplace etiquette, proper attire and behavior, positive workplace habits, and job-seeking skills. Self-examination, critical thinking, and relationship building are other themes in the program. Students also receive help with interviewing skills, resume and cover letter development, and fundamentals of computer literacy on Microsoft Office applications such as Word, Excel, and Outlook. After finishing the training, most STRIVE participants are placed in jobs within three weeks. The program promotes a continuum of service by monitoring graduates for at least two years.

One key ingredient of success is the ability of CFUF to forge partnerships with employers who take on STRIVE graduates. Site exchange attendees heard from a representative of the University of Maryland Medical Center, who began working with CFUF to help meet a need to hire hard-working individuals for a variety of service jobs. When determining whether to hire ex-offenders, the medical center representatives said he examines the circumstances of an individual's criminal activity as well as his commitment to change his life. Those hired through CFUF are closely monitored on job attendance and also undergo drug testing in their first six months on the job.

CFUF's Career Path program also can offer training in specialized niche jobs. It offers continuing education and occupational training leading to certification as a customer services representative

or a warehousing and shipping associate. Recently, fathers have had the option to obtain technology competencies such as Microsoft certification as an information technology specialist. A partnership with a local community college also has yielded a General Educational Development (GED) program that includes life skills as well as academics.

Other Partnership Development Strategies

In developing programming, CFUF founder Joseph T. Jones, Jr., reached out to current and former city leaders for counsel on how to fill service gaps within the community. His background as a social worker in the city health department showed him that there were few resources available to fathers, even if they were committed to their children. The goal behind the center's activities is not to force individuals to change but to surround clients with a selection of services that builds skills and confidence.

Jones also encourages partners and potential funders to observe CFUF activities up close. Through such outreach, he said, community leaders see the positive effects of center programming. "We give them an opportunity to interact with clients and see what we do first hand. This is one of the major reasons we were able to raise \$8 million," he said, which supported construction of a new downtown headquarters. Currently, the center has support from eight foundations in addition to a variety of federal and state grants. Potential external partners "want to see the byproduct of a potential investment," he noted. Jones said that such 'meet-and-greet' activities are critical to development of partnerships. Likewise, CFUF also recruits former participants for an alumni network that provides volunteer support.

CFUF also places a high priority on evaluation and outcomes as additional ways to build community support. During the site exchange, CFUF shared information on its Efforts to Outcomes (ETO) software program, a web-based management program geared to non-profits. Available from Social Solutions, the system can help track daily activities, support case management and collect outcome data. Data is another way through which CFUF reports progress to funders and potential investors.

Program Outcomes

Since 1998, the program has trained more than 2,900 Baltimore residents. In one recent year, 51% of participants lacked a high school diploma while 72% had felony or misdemeanor convictions. Yet, of those placed into jobs, 57% were in their jobs six months or longer.

Changes Resulting from the Site Exchange

- One attendee is planning a 'meet and greet' event for current and potential donors after hearing of CFUF's success with this strategy to help prospective funders learn about agency services.
-
- Attendees said they planned to replicate the Baltimore center's "alumni network," through which former participants give back to the agency through volunteer work.
- The center's focus on niche industries such as warehousing, customer service and information technology resonated with visiting agencies, who said they would try to reach out to specific industry sectors to sponsor short-term training programs that may help clients find jobs.

Conclusion

The field of Responsible Fatherhood is relatively new, as grantees explore strategies to build men's parenting skills and ability to support their families. Nonetheless, this series of five site exchanges demonstrate that there are significant innovations already underway nationwide as a result of the federal government's investment in RF programs beginning in 2006. At many of the sites included here, local and state agencies are successfully serving families and fathers through engaging, high-quality programs and partnerships. As a result of these site exchanges, participants gained valuable insights and gave this form of technical assistance high marks. In fact, most attendees believed that this type of technical assistance would be valuable at earlier stages of their federal grants. At a critical juncture in this emerging field, however, this Effective Services Site Exchange Series has highlighted an emerging body of knowledge, made it accessible for grantees, and advanced the dialogue about how the Responsible Fatherhood field can strengthen parenting and improve child well-being.

**Appendix A:
Background on the Site Exchange Attendee Organizations**

Responsible Fatherhood Site Exchange: Effectively Engaging Child Support Partners

March 9-10, 2011, Minneapolis, MN

Site Host:

Goodwill/Easter Seals Minnesota
2700 E. Lake St., Minneapolis, MN 55406

Organization Description: Goodwill/Easter Seals mission is to provide job-related services and opportunities for people with barriers to employment. It is part of the international Goodwill network of charitable organizations.

ACF Program Description: The program is part of Goodwill/Easter Seals. It offers parenting classes and counseling, child support assistance, legal services, and employment services. The latter include job training, job search assistance, GED assistance, and job retention training to low-income fathers in St. Paul/Minneapolis area of Minnesota.

Visiting Grantees:

Rosalie Manor
4803 W. Burleigh St., Milwaukee, WI 53210

Organization Description: Rosalie Manor Community & Family Services, Inc. is a non-profit service agency focusing on pregnancy prevention and the promotion of positive parenting and healthy marriages. The organization delivers programs under the sponsorship of the Archdiocese of Milwaukee.

ACF Program Description: This program serves fathers in Milwaukee, Racine and Kenosha Counties, Wisconsin. It delivers parenting education, hosts activities for participants and their children, provides one-on-one mentoring to high-risk participants, and conducts 8-hour employment preparation classes.

Resource, Inc.
1900 Chicago Ave. S., Minneapolis, MN 55404

Organization Description: Resource, Inc. is a non-profit organization offering services in employment, training and disability, chemical health and mental health. Its goal is to enable people to achieve greater personal, social and economic success.

ACF Program Description: The program offers job placement and retention services to fathers in the Minneapolis/St. Paul area. It also provides career plan assessments, entrepreneurial training, a parenting course, anger management/conflict resolution classes, and a housing workshop.

Urban Ventures

3014 4th Ave. S, Minneapolis, MN 55408

Organization Description: Urban Ventures is a non-profit, faith-based organization primarily serving the Central and Phillips neighborhoods of South Minneapolis. Its mission is to break the cycle of generational poverty by developing youth leadership and strengthening families. It runs a Learning Lab academic support program for youth and sponsors youth group activities and athletic programs. Its Family Center includes the fatherhood program.

ACF Program Description: The program serves the greater Minneapolis/St. Paul metropolitan area with parenting training for mainly recently incarcerated or paroled fathers and their partners. The classes are offered in English and Spanish. Meals, childcare and transportation support are offered as incentives to individuals who participate in the 8-week program. In addition, fathers who are pursuing custody and parental rights while attending the program receive assistance through a partnership with Legal Aide Services.

Effectively Engaging Offenders and Ex-Offenders

March 21-23, 2011, Columbus, OH

Site Host:

The Ridge Project

717 Perry St. Defiance, Ohio 43512

Organization Description: The Ridge Project is a Christian, non-profit organization working to empower, strengthen, and heal families by building strong, thriving relationships. Their programs work with families, incarcerated parents, and youth. For youth, they provide in-school and after-school youth activities, leadership opportunities and mentoring.

ACF Program Description: The program offers relationship, fatherhood and re-entry skill-building classes to incarcerated fathers. Where possible, they involve the fathers' children in their youth program. The program serves the entire state of Ohio with a concentration in the northwest.

Visiting Grantees:

***New Jersey Department of Corrections
P.O. Box 863, Trenton, NJ 06825***

Organization Description: The mission of the New Jersey DOC is to ensure that all persons committed to the state correctional institutions are confined with the level of custody necessary to protect the public and that they are provided with the care, discipline, training, and treatment needed to prepare them for reintegration into the community.

ACF Program Description: Implemented in three correctional facilities, the program offers education on marriage, parenting education, and financial stability as well as evidence-based substance education. The program also coordinates with employment services and makes referrals to local employment training initiatives.

***Centerforce, Inc.
2955 Kerner Blvd, 2 Floor San Rafael, CA 94901***

Organization Description: Centerforce provides support, education and advocacy to individuals, families and communities impacted by incarceration. The non-profit agency has focused on supporting community-based organizations and correctional facilities worldwide. Their four service areas are children and families, prison, transitional from prison, and information services. The organization also runs workshops and group interventions for parents living with HIV/AIDS as well as family reunification services.

ACF Program Description: The project's goal is to strengthen incarcerated fathers' relationships releasing from San Quentin State Prison. Activities include marriage and parenting classes for fathers inside, for partners on the outside or visiting. Beyond learning about establishing and maintaining positive relationships, participants learn about support services in their communities.

***Oakland Livingston Human Services Agency
196 Cesar E. Chavez, Pontiac, MI 48343***

Organization Description: The Oakland Livingston Human Services Agency (OLSHA) is a non-profit, community action agency that provides services addressing various needs, such as family support, weatherization, emergency assistance, early childhood development, prisoner re-entry, older adult issues, and AIDS. Complementary to the ACF program, the Head Start Connections program offers supervised visits within correctional between the child and incarcerated parent/recently released parent, home-visits with primary caregiver and child, Head Start enrollment, and other services.

ACF Program Description: The OLSHA Focus on Families' Responsible Fatherhood Program offers relationship enhancement classes for couples, counseling (individual, couples, group), support groups, and crisis intervention. The workshops are held inside correctional facilities and at different locations in the community. It also helps families develop Family Reunification Plans and Family Strengthening Plans and assists fathers and mothers in re-entering the community and family unit by linking families with additional services as needed.

Denver Exchange: Effectively Engaging Domestic Violence Prevention Agencies

Site Host:

**Colorado Department of Human Services
1575 Sherman Street, 3rd Floor, Denver, CO 80203**

Organization Description: The Colorado Department of Human Services manages and delivers social services in the state. The ACF Community Access grant was awarded to their Colorado Works Division to strengthen father/child relationships and improve parenting.

ACF Program Description: The more than 40 Fatherhood projects sponsored with this Community Access grant run fatherhood classes and support services. Colorado DHS monitors the programs and also offers evaluation and other technical assistance.

Visiting Grantees:

***Denver Indian Family Resource Center
393 S. Harlan, Suite 100, Lakewood, CO 80226***

Organization Description: The Denver Indian Family Resource Center is a non-profit organization serving American Indians in Colorado's Front Range counties. Their goal is to help families avoid involvement with the child welfare system. They provide case management, life skills, educational supports and other services to youth aging out of foster care; family preservation services; family reunification supports and child welfare advocacy.

ACF Program Description: The program offers parenting education to fathers whose Indian children are at risk of being removed from their home because of homelessness, neglect, domestic violence, or substance abuse. The program also offers a support group for fathers and their families.

Kanawha Institute for Social Research (KISRA)
131 Perkins Avenue, Dunbar, WV 25064

Organization Description: Kanawha Institute for Social Research & Action (KISRA), Inc. is a non-profit institute providing a variety of education, employment and economic services to people in five West Virginia counties. In addition to fatherhood, programs include homeownership, child development, education, small business, employment, and community development.

ACF Program Description: KISRA's parenting program goal is to help non-custodial fathers become more involved in their children's lives. They offer parenting classes, mentoring, and other support and empowerment services. The economic component aims to help unemployed and underemployed fathers achieve economic self-sufficiency. They provide occupational and life skills training and supportive services.

Resources for Children's Health
260 S. Broad St., 2nd Floor, Philadelphia, PA 19102

Organization Description: Resources for Children's Health is a nonprofit 501(c)(3) social service agency whose mission is to promote positive parenting, healthy pregnancies, and the health and well-being of children and families. RCH was founded in 1985 in response to the high rate of infant mortality in Philadelphia, and later expanded its mission to focus on parenting, providing parents with the information, skills and resources they need to raise healthy and happy children. RCH provides several unique services to support parents in their efforts to develop and sustain an active and positive parenting role. Services include home-based case management for young parents, nursing and social services for families of children with special health care needs, parenting education and support services for fathers and male caregivers, and fiscal and program monitoring for more than 60 agencies conducting parenting education throughout Philadelphia.

ACF Program Description: The program provides parenting education classes, case management and supportive services for fathers and mail caregivers. It also offers peer support and discussion groups, individual case management, and father-child activities.

Indianapolis Site Exchange: Effectively Engaging Partners in Evaluation

Host: Indiana Youth Institute (IYI)

603 E. Washington Street, Suite 800, Indianapolis, IN 46204

Organization Description: The Indiana Youth Institute’s mission is to promote the healthy development of children and youth by serving the institutions and people of Indiana who work on their behalf. The non-profit organization provides capacity-building programs and resources for Indiana’s youth workers and youth-serving organizations, including schools. They also advocate on youth-related issues.

ACF Program Description: This program distributes grants and administers fatherhood programs run by coalition partners. It also provides technical assistance, board development, marketing advice, coaching, and arranges evaluation services for its grantees.

Visiting Grantees:

Children’s Institute, Inc.

711 S. New Hampshire, Los Angeles, CA 90005

Organization Description: The Children’s Institute is a non-profit organization providing clinical services, child enrichment activities, early childhood education and services, and family support programs at several locations. For example, Project ABC offers mental health services to young children and their families in high-risk areas of Los Angeles County.

ACF Program Description: Project Fatherhood seeks to re-engage low-income fathers in the care of their children. It conducts outreach, group support, and parenting education including Project Fatherhood Men in Relationships Group, Skill-based Marriage Education (Peace Over Violence), Job Readiness Training, and Financial Planning Seminars (Casey Family Program). The program’s service area includes all of Los Angeles County.

Circle of Parents

2100 S. Marshall Blvd, Unit 305, Chicago, IL 60623

Organization Description: Circle of Parents is a national network of statewide non-profit organizations fostering weekly support groups for parents and other caregivers. Groups are parent-led with support of a trained group facilitator. The organization also sponsors children’s

programs, held in conjunction with the parents' meetings, that include activities designed to increase children's self-worth and confidence.

ACF Program Description: Circle of Parents uses this Community Access grant to disperse Partners for Kids grant money, supporting home visiting programs for expectant fathers and fathers of babies less than one year old. The Circle of Parents national office also provides training and technical assistance to the fatherhood/parenting programs it supports with this grant. The programs offer Conscious Fathering Program classes.

***Colorado Department of Human Services
1575 Sherman Street, 3rd Floor, Denver, CO 80203***

Organization Description: The Colorado Department of Human Services manages and delivers social services in the state. The ACF Community Access grant was awarded to their Colorado Works Division to strengthen father/child relationships and improve parenting.

ACF Program Description: The more than 40 Fatherhood projects sponsored with this Community Access grant run fatherhood classes and supports. Colorado DHS monitors the programs and also offers evaluation and other technical assistance.

***DC Department of Human Services
64 New York Ave., NE, Rm. 6150, Washington, DC 20002***

Organization Description: The District of Columbia Department of Human Services (DHS) coordinates and provides a range of services that collectively create the enabling conditions for economic and socially challenged residents to enhance their quality of life and achieve greater degrees of self-sufficiency. The Department consists of two administrations: the Income Maintenance Administration (IMA) and the Family Services Administration (FSA). The mission of IMA is to determine the eligibility of applicants and to recertify the eligibility of recipients for federal and District-funded assistance programs, and to help heads of households receiving TANF benefits to become employed and move toward financial independence. FSA provides protection, intervention and social services to meet the needs of vulnerable adults and families to help reduce risk and promote self-sufficiency.

ACF Program Description: The DC Fatherhood Initiative/Community Access Program (DCFI) administers competitive ACF grant funds to private, nonprofit, community and faith-based organizations to develop and implement projects that support the three Promoting Responsible Fatherhood authorized activity areas: healthy marriage and relationships, responsible parenting,

and economic stability. The context for these activities is to create an environment that contributes to the well-being of children. DCFI encourages cohesive families by promoting the role and value of positive fathering and enables parents with the resources and fundamental skills necessary to contribute to the financial, emotional and social development of their children.

Responsible Fatherhood Site Exchange: Effectively Engaging Partners in Promoting Economic Stability March 31-April 1, 2011, Baltimore, MD

Site Host:

Center for Urban Families

2201 North Monroe Street, Baltimore, MD 21217

Organization Description: The Center for Urban Families (CFUF) was formerly known as the Center for Fathers, Families and Workforce Development. CFUF provides parenting and workforce development services to low-income fathers. In 2007, CFUF was provided the opportunity to expand its reach and expertise nationally, through funding made available by the Federal Office of Family Assistance. Through a sub-contract with ICF International, CFUF provides training and technical assistance to over 96 Promoting Responsible Fatherhood, Healthy Marriage, and Economic Stability grantees across the country, advising them around the recruitment, retention and engagement of low-income fathers, and the design and implementation of responsible fatherhood programming.

Visiting Grantees:

Family Health and Education Institute, Inc.

7404 Executive Place Suite 225 B, Seabrook, MD 20706

Organization Description: The Family Health and Education Institute, Inc. (FHEI) is a non-profit organization providing social and educational services to families in order to increase academic attainment, improve mental and emotional well being, and increase marketable job skills that lead to financial self-sufficiency. The program especially targets families at risk. In addition to Fatherhood, the organization offers a life skills program.

ACF Program Description: The program provides relationship/communication skills and parenting skills training to help fathers improve their relationships with their children and the

mothers of their children. It also aims to help fathers improve their economic status by providing job training, career advancement education, and family financial planning.

Healthy Start, Inc.

400 North Lexington Avenue, Pittsburgh, PA 15208

Organization Description: Healthy Start programs across the country are funded with grants from the Department of Health and Human Services, Maternal and Child Health Bureau, to improve the health and well-being of women, infants, children, and their families. The Pittsburgh grantee focuses primarily on reducing infant mortality and low birth weight babies in Southwestern Pennsylvania. The primary goal of the Male Initiative Program (MIP) is to assist fathers and other positive male role models to maintain involvement with their children and families. It was designed to educate fathers and other men involved in the life of a child about how important they are to the outcome of a pregnancy and the health of the baby.

ACF Program Description: The program's goals are to promote responsible parenting, encourage financial stability, support healthy marriage, improve relationships between fathers and their children, and help fathers and male caregivers to be effective and nurturing parents. The program also offers economic stability referrals and case management.

WSOS

109 S. Front St. Fremont, Ohio 43420

Organization Description: WSOS is a private, non-profit Community Action Agency providing services in income-eligible individuals and families of all ages. Its service areas are community development, children/youth, emergency services, employment/training, home rehabilitation, homebuyer/foreclosure, housing assistance, senior support, and transportation.

ACF Program Description: The program offers economic training including how to get and advance in a job, work ethics, Money Smart financial and budget training, and information for homebuyers. Others supports are on-the-job training, mock interviews, resume writing, and help completing job applications. Although the program's service area is statewide, it focuses on Ohio's rural counties.

**Appendix B:
List of Participants from 2011 Responsible Fatherhood
Site Exchanges**

Responsible Fatherhood Site Exchange: Effectively Engaging Child Support Agencies

March 9-10, 2011, Minneapolis, MN

Site Host:

Goodwill/Easter Seals Minnesota

Andrew Freeberg, Program Director

Guy Bowling, Program Manager

FATHER Project

2700 E. Lake St.

Minneapolis, MN 55406

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Alison Sergio, Director of Programs (Representing Grantee)

Rosalie Manor Community and Family Services

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Responsible Fatherhood Site Exchange: Effectively Engaging Offenders and Ex-Offenders March 21-23, 2011, Columbus, OH

Site Host:

The Ridge Project
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Defiance, Ohio 43512
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Visiting Grantees:

New Jersey Department of Corrections

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Centerforce, Inc.

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Responsible Fatherhood Site Exchange: Domestic Violence March 21-23, 2011, Denver, CO

Site Host:

Colorado Department of Human Services

Dan Welch

Fatherhood Program Specialist

Jennifer Morganto

Fatherhood Program Specialist

1575 Sherman Street

3rd Floor, Denver, CO 80203

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Visiting Grantees:

Denver Indian Family Resource Center

Thompson Williams

Project Coordinator, (Representing Grantee)

Promoting Responsible Fatherhood Project

Denver Indian Family Resource Center

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Responsible Fatherhood Site Exchange: Effectively Engaging Partners in Evaluation

April 4-6, 2011, Indianapolis, IN

Site Host:

Indiana Youth Institute (IYI)

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**Responsible Fatherhood Site Exchange:
Effectively Engaging Partners in Promoting Economic Stability
March 31-April 1, 2011, Baltimore, MD**

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

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