



Partnering to Change Lives



2008 Annual Report









MISSION

The Center for Self-Sufficiency makes a positive difference by providing services to promote healthier youth, families, organizations and communities.

Former advisor to President Bill Clinton, William Galston, sums up the matter this way: you need only do three things in this country to avoid poverty – finish high school, marry before having a child, and marry after the age of 20. Only 8% of the families who do this are poor; 79% of those who fail to do this are poor.

To encourage families to

promote and follow this sequence, CFSS provides youth character

development programs, youth teen pregnancy prevention programs, youth and adult healthy relationship programs and parent support programs designed to assist individuals in developing healthy life skills and embracing risk-avoidance behaviors. We also offer planning, research and evaluation services to nonprofit organizations that provide family strengthening programs. Since its inception in 1997, the Center for Self-Sufficiency (CFSS) has been planning and implementing programs that are dedicated to strengthening families and thereby improving the lives of youth as a means to developing economically self-sufficient adults.

Our three core services focus on the needs of youth, families and nonprofits and our programs are founded on a simple goal: to teach the value and importance of following a successful life sequence – first graduate from high school, obtain further education or training and then bring children into this world as married adults.

In 2008, our work was based in Southeast Wisconsin and on the East Coast and was organized into three key areas: the Healthy Marriage Initiative, which is managed through our headquarters in Milwaukee; the Community-Based Abstinence Education program, which is managed from a satellite office on the East Coast; and Research and Planning, which is based in Milwaukee.

I founded the Center for Self-Sufficiency (CFSS) in 1997 and since its incorporation as a nonprofit organization in 2005, CFSS has focused on two federally funded family-strengthening initiatives: abstinence education and healthy relationships. While there may be changes in the specific programs the federal government supports, we know the need for programs that serve youth and families is great and that there are many opportunities to address the myriad of issues that affect the well-being of children and families and their future economic self-sufficiency.

As I write this letter, Congress is considering President Obama's budget proposal for 2010-11, which calls for reductions in funding for abstinence education but increases in programs that help prevent teen pregnancy. No matter how people view sex education, both sides have the same goal: to curb the recent spike in teen pregnancy. Not only is teen pregnancy on the rise for the past two years after a 14-year decline, another troubling statistic released by the Centers of Disease Control and Prevention shows that birth rates for unwed mothers of all ages is on the rise. Younger adults are attaching far less moral stigma than do their elders to out-of-wedlock births and cohabitation without marriage. We are moving into generations where people haven't seen marriage models and this is crossing all cultures and socioeconomic groups. The lack of a two-parent family structure leads to poverty, crime and many other social ills that can be avoided if the success sequence can be reinforced.

I have always emphasized the importance of evaluation, both process and outcomes evaluation, and CFSS surveys program participants pre- and post-program to assess attitude changes before and after the curriculum is taught. To further measure programs' effectiveness at meeting desired outcomes, we use a web-based data management system that tracks participants, attendance, and demographics and provides funder-required reports. Through a collaborative approach, CFSS will look for opportunities to partner with other organizations that are direct-service providers in Wisconsin and throughout the United States to provide program planning, evaluation services, and technical assistance so that they can become stronger, more viable operations and continue to serve those in need.

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Angela M. Turner, President and CEO





A Partnership of Success

Founded in Milwaukee, WI, in 1997, CFSS is a nonprofit organization that specializes in partnering with schools, community organizations and faith-based organizations to develop effective family-strengthening programs.

As president and CEO, Angela M. Turner has 22 years of experience in government-related reform management, planning and program administration, and outcomes evaluation. She has succeeded in helping organizations across the U.S. leverage more than \$80 million for initiatives such as community-based abstinence education, healthy marriage, fatherhood, workforce development, offender re-entry and mentoring children of prisoners. Ms. Turner's experience working with federal agencies, states and local governments also has enabled CFSS to provide effective service delivery models, evaluation services and technical assistance to other nonprofit organizations nationwide.

CFSS first secured federal funding in 1998, and through 2005 provided planning, technical assistance and evaluation services in the area of family strengthening to schools, faith-based organizations and community agencies in Milwaukee and nationally. Our experience in technical assistance and training led CFSS to incorporate as a nonprofit in 2005. CFSS applied for and received federal teen pregnancy prevention grants in 2005 and then again in 2008; these programs have served more than 8,000 youth ages 12–18 in Pennsylvania, New York, New Jersey, and Maryland.

In 2002, CFSS spearheaded a day of planning in Milwaukee that drew 80 community stakeholders and politicians to look at the complex issues related to the breakdown of the family. This day resulted in the formation of a healthy relationship coalition called the Milwaukee Marriage Partnership (MMP), which has included up to 12 partner organizations. Partner agencies provide healthy relationship education and domestic and sexual violence prevention education to youth and adults in Milwaukee's poorest zip codes. This group selected CFSS to be the lead applicant for the successful Healthy Marriage Initiative application, which was funded for five years beginning in 2006 and continuing through 2011.

Since 2002,

The Center for Self-Sufficiency has served more than 8,000 youth in the areas of teen pregnancy prevention and has been a catalyst for healthy marriages through The Milwaukee Marriage Partnership (MMP) along with up to 12 partner organizations.

The CFSS Leadership Team

Today, CFSS is a Milwaukee-based nonprofit agency with a \$2.2 million annual budget that works with government and local nonprofit agencies to deliver teen pregnancy prevention, youth character development and healthy relationship education throughout Southeast Wisconsin and the East Coast.

We currently have seven organizational partners, 11 full-time and two part-time employees, six consultants and three organizational contractors who carry out the programmatic, evaluative and administrative work of the organization (a complete list appears on pages 12 and 13). Our team has a strong commitment to serving inner-city families and we are experienced in working to change generations of relationship patterns. Reflective of the communities we serve (predominantly African-American), CFSS employees are positive role models who have achieved high levels of education and healthy relationships. A six-member Board of Directors, which meets four times a year, governs the organization.

CFSS staff and independent evaluators possess professional experience across multiple disciplines including organizational leadership, program implementation and outcomes, research and planning, marketing and PR, and administrative support. Directors and independent evaluators include:

Jeanette Stevens, Director, Youth and Family Programs (Southeast Wisconsin)





Melanie Porterfield-Riddix, Director, Youth and Family Programs (East Coast)

Sara Polifka, Manager, Research and Planning





Dr. Tim Cleary, Independent Evaluator, University of Wisconsin, Milwaukee



Partnering for Healthy Marriages

In 2008, CFSS Family Services focused on building healthy marriages/relationships. So many problems have led to the unraveling of families and increased the need for government-funded services that provide life-skills education: declining marriages, skyrocketing divorce rates, single-parent families living in poverty, teen pregnancies, the spread of STDs, domestic violence, and other unhealthy relationships.



The CFSS "Vow to Succeed" program is designed to strengthen the institution of marriage and decrease outof-wedlock births and divorces in Southeast Wisconsin. The programs are targeted to specific ZIP codes in lowincome areas, however, we welcome anyone who would like to participate. We offered a variety of opportunities that included one-day retreats, special events, eighthour workshops and weekly relationship classes for youth, singles, expectant parents, engaged couples and married couples. Topics include:

- Self esteem & self concept
- Personal development & awareness
- Identifying & understanding personal values
- Understanding & dealing with peer pressure
- Communication skills & conflict resolution
- Decision-making skills
- Domestic violence
- Money management
- Family dynamics + parenting
- Mentoring skills for couples

These and other life skills are at the core of CFSS programs, which are all curriculum based. *Relationship Smarts* is the primary curricula used in youth programs. *Within My Reach* and *Within Our Reach* are the two primary adult curricula used for the Healthy Marriage Initiative. CFSS contracts with independent evaluation consultants to evaluate processes and outcomes while

educators use a web-based data reporting system to track program attendance, demographics, monitor program delivery and report outcomes to the community and funders.

In 2008, more than 3,000 individuals participated in Vow to Succeed programs. Nearly one-fourth of these individuals were youth age 13-18. A total of 211 classes were held through CFSS and its partners, which included the Boys & Girls Clubs of Greater Milwaukee, Faith Partnership Network, New Concept Self Development Center, St. Charles Youth & Family Services, UMOS Inc. and the V.E. Carter Development Center.

Milwaukee media outlets turned to CFSS for stories about marriage and divorce. The Milwaukee Journal Sentinel frequently quoted CFSS President and CEO, Angela Turner, and Healthy Marriage Program Director, Jeanette Stevens, and Fox-6 TV interviewed Ms. Stevens and other healthy relationship educators for several segments including a feature story on marriage that aired on Valentine's Day.



Vinit VOWTOSUCCEED.ORG | Call 414-332-0050

Mosaic Communications and Staples Marketing helped CFSS launch the public awareness campaign for "Vow to Succeed: Make a Commitment, Make It Happen" in Fall 2008. A new website, public service announcements, billboards, bus ads and print and radio advertisements were all a part of the effort to introduce targeted populations in Milwaukee to the healthy relationship classes and resources offered by CFSS and its partners.



Celebrating Black Marriage Day

CFSS joined 250 organizations nationwide to celebrate Black Marriage Day on March 29, 2008. A day of how-to workshops was held at the Northside YMCA in Milwaukee, where CFSS's Lead Marriage Educator, Bishop LeHavre Buck, (left) led marriage enrichment classes. Participants who were married 5, 10 and 20 or more years were honored at a special luncheon.

Only 35% of

African-American children grow up in two-parent homes compared to about **74%** of white children. In 1940, more than **95%** of African-American children lived with both parents. *Sources: National Healthy Marriage Resource Center and U.S. Census Bureau*

Partnering for Youth

Much of CFSS's work with youth has concentrated on teen pregnancy prevention. While we were encouraged by the 14-year decline in teen pregnancy rates, we are troubled by the recent rise in the teen birth rate as well as the significant increase among unmarried women.

Childbearing among unmarried women aged 15-44 rose to historic levels in 2007 with the number of births, the birth rate and proportion of births increasing 3 to 5 percent. Unmarried childbearing has increased 26 percent since 2002, when the recent steep increases began. It is difficult to convince youth to follow the "Success Sequence" (graduate from high school, obtain further education, get married and then have children as the best way to avoid poverty) when our culture and the media bombard youth with images of celebrities and older women having children out of wedlock.

We provide teen pregnancy prevention programs, character development programs, healthy relationship programs and parent support programs designed to assist individuals in developing healthy life skills (attitudes and behaviors).

These programs also assist youth in viewing their parent(s) as their primary mentor/role model(s) and teaching parents the skills needed to assume this role. In 2008, we served nearly 1,600 youth ages 11-19 through these programs. "One Choice, One Voice" is the theme of the CFSS abstinence education program which is funded by the federal government.



Our staff members have expertise and experience in addressing the needs of at-risk youth and families. Our goals are to reduce the number of adolescents who engage in pre-marital sexual activity, reduce the incidence of out-of-wedlock pregnancies among adolescents, reduce the incidence of sexually transmitted diseases and infections, and educate thousands of adolescents while informing their parents about the benefits of delaying sexual initiation in order to improve their quality of life and health. CFSS and its schools, community and faith-based partners deliver programs on topics including:

- Character and life skills education
- Refusal skills and self-efficacy education
- Teen pregnancy prevention via abstinence education
- HIV and STD awareness
- Healthy relationship education
- Financial literacy/money management
- Mentoring
- Community service learning
- Prevention of teen dating violence.

CFSS uses the *Families United to Prevent Teen Pregnancy* (FUPTP) curriculum, which was published initially by Rosalie Manor Community & Family Services some 21 years ago and most recently updated in 2007. FUPTP utilizes a developmental approach to abstinence for girls and boys ages 12 to 18. The program design includes five curriculum units (35 lessons within those five units), skits and role plays, role model presentations, a youth leadership team, parent-child connectedness program, youth/parent-led community service, end-of-program community and family recognition events and an abstinence-until-marriage rally. FUPTP has been used in a total of 14 projects, serving urban and rural communities. The curriculum has been evaluated repeatedly since its inception and improved continuously based on feedback and changing needs.

A three-time participant in the abstinence education program, Kenya Wright, was selected by CFSS in the spring to be profiled in an entry for the "Portraits of Compassion Video Contest" that would be shared at the White House National Conference on Faith-Based and Community Initiatives in Washington, D.C. CFSS submitted a threeminute video of Kenya, and although it was not selected

For the second year

in a row, the birth rate for U.S. teens aged 15 to 19 increased by about **1%** in 2007, from **41.9** births per 1,000 in 2006 to **42.5** in 2007. They increased **3%** in 2006 following a 14-year decline. *Source: Centers for Disease Control and Prevention*

YOUTH SERVICES

as one of the three national winners, as a result of that entry, CFSS was contacted by the U.S. DHHS Office of Faith-Based Initiatives which asked to interview Kenya and include



her story in the Center for Faith-Based and Community Initiatives newsletter to grantees.

A successful community forum that focused on the positive influences abstinence education has had on youth was held at the Greater Allen Cathedral in Jamaica Queens, NY in September 2008. The keynote speaker for the forum was Reverend Floyd Flake, Senior Pastor, Greater Allen A.M.E. Cathedral of New York. The forum's other speakers included representatives of the funding agency, the Administration for Children and Families of the U.S. Department of Health and Human Services and a board member of the National Abstinence Education Association (NAEA).

The event was attended by youth, parents, community leaders and politicians and this educational forum preceded a youth rally held later in the day. Feedback from the forum showed overwhelming support in the African-American community for abstinence education. We hope to use this support to shape the future of abstinence education programs, which youth and their parents still want as a choice.

Youth Leadership Academy – In year two of the grant we implemented a Youth Leadership Academy where 60 youth from the project sites were nominated to attend the leadership academy to build upon their assertive and resistance skills, character development and skills to help maintain their abstinent life-style. The youth had to have at least 90% or more attendance and be nominated by their educator to attend. Between the first and second year the academy was held, there was a 35 percent increase in the number of students who were eligible, with 138 youth who were eligible to attend in 2008, up from 102 in 2007.

This program gave youth an opportunity to bond with other youth from Baltimore, MD; Jamaica Queens, NY; Newark/Essex County, NJ; and Philadelphia, PA who have shown true leadership in the abstinence education movement. Several of the participants are pictured above on location at South Mountain YMCA in Wernersville, Pennsylvania.



Planning, Research and Evaluation Services

Measuring the success of each program we deliver to change participants' attitudes and behaviors is as important to us as delivering education sessions. We have designed a rigorous evaluation system and use the results to continually adjust and improve our programs. We also assist other nonprofit organizations to do the same.

The CFSS evaluation team provides a comprehensive package of evaluation services, and we work with university-affiliated independent evaluators to meet the needs of diverse programs and clients. Ms. Turner's years of experience and connections within the field have enabled her to assemble a top-flight team that includes independent evaluators with PhD credentials; a team of university doctoral students to analyze data and work for the client during peak reporting times; university affiliation, which meets Institutional Review Board (IRB) requirements; and a Harvard graduate who developed and maintains an online tracking system to generate surveys with unique identifiers and link program participation directly to outcomes.

What sets CFSS apart from other nonprofit community organizations is that we are a strong proponent of theorydriven program evaluation. Good theory provides guidelines for designing a program, as well as its evaluation, and a frame of reference for understanding the significance of evaluation results. The CFSS approach to evaluation and logic model development:

- 1. seeks to develop a thorough understanding of the problem a program is intended to address;
- 2. aims to achieve program outcomes that are the direct opposite of the problem;
- 3. specifies the intermediate outcomes (or "subobjectives") that are theoretically necessary to achieve the outcome of interest; and
- 4. identifies activities that are necessary to produce the specified sub-objectives. In this view, "inputs" and "outputs," though important to program management, are secondary to, and follow, development of a theory of change.

Counterfactual

(Community Problem)

Organizational Inputs

(Money, People, Services)

Internal and External Outputs

(Objectives)

Intermediate Outcomes

(Post Program)

Long-term Outcomes

(1-5 years)

Ultimate (Sustainable) Outcomes (5 years or more)

CFSS Logic Model

A properly specified logic model allows program designers, program staff, and evaluators to distinguish between failures of implementation and failures of theory. Implementation failure means activities were not implemented as planned, and therefore the outcomes analysis will not be very meaningful. Failure of theory occurs when activities are implemented as planned, but outcomes are not achieved. This result calls for reformulation of theory; i.e. program revision or redesign. As a consequence of this approach to evaluation, one of the unique features of CFSS program evaluation is our emphasis on process evaluation as a way to improve program management and delivery to reduce the probability of implementation failure. Good program management and delivery then allow us to produce a more meaningful outcome evaluation. In sum, the CFSS's approach to program evaluation is comprehensive and holistic. We believe our approach provides the best and surest route to continuous program improvement.

As a result of our approach to evaluation, we were one of three organizations selected from a pool of 33 organizations to participate with St. Louis and Dallas in a national evaluation of the Healthy Marriage Initiative Demonstration Grant. Other successes include the CFSS web-based data reporting and evaluation system that has been showcased as a national best practice in Washington, DC, in 2006 and 2008.

In addition to core evaluation services outlined above, the CFSS team coordinates all aspects of program and curriculum training by:

- developing comprehensive program policies and procedures,
- reviewing curricula against logic model and other proven theory to ensure curriculum is likely to provide the outcomes planned in the logic model,
- conducting site visits as needed to observe program and recommending methods of improvement,
- providing fiscal management of project-related expenditures
- offering ongoing technical assistance in support of program implementation.

CFSS recognizes that technology which supports program delivery and evaluation must be designed to meet changing program needs, to be easily accessible by all partner sites (i.e. web-based), and user friendly to ensure timely and consistent data entry. In 2007, CFSS developed an online tracking and reporting system to support program delivery and evaluation. The Online Participant Tracking System (OPTS) is currently used in 15 federally funded projects and was showcased in January 2008 at the U.S. D.H.H.S. sponsored conference in Maryland. OPTS enables users to quickly and accurately enter program participation data and allows program management staff to monitor compliance for attendance entry and curriculum delivery. OPTS also automatically generates forms required by the federal funder, and provides a central repository of program data to enable evaluation staff to analyze outcomes.

Marriage breakdowns

cost taxpayers at least **\$112** billion a year.

Source: Study released by the Institute for American Values, Institute for Marriage and Public Policy, Georgia Family Council, Families Northwest, 2008

A Partnership of Accountability

The Center for Self-Sufficiency's annual revenue budget for 2008 is over \$2.2 million (\$2,253,572). This includes \$798,211 from a U.S. DHHS Community-Based Abstinence grant; \$1,035,295 from a U.S. DHHS Healthy Marriage Initiative grant; and \$261,675 from other sources including foundation gifts and income from services provided to other organizations.

The federal U.S. DHHS Healthy Marriage grant requires CFSS to have matching funds in support of the projects, and we are actively seeking additional sources of private funding to support the expansion of our programs.

Financial statements are prepared in accordance with CFSS by-laws. According to its by-laws, interim financial statements on the condition of finances are provided at regular board meetings and a full financial report, including the audit report, is rendered at the annual meeting of the Board of Directors. In addition, the Board of Directors may request financial reports to be prepared for them at any time. The CFSS by-laws state further that special financial items, like loans, sale of securities, execution of instruments, etc., must have approval of the Board of Directors. The by-laws also require that books, statements, reports and all other documents and records required by law are properly kept and filed. All financial statements presented to the Board of Directors are also recorded in the minutes of each Board meeting.

Statement of Financial Position	2008	2007
Assets		
Checking/Savings	\$74,952	\$40,570
Accounts Receivable	41,911	27,769
Federal Grants Receivable	105,082	153,779
Prepaid Expenses	1,566	4,178
Total Assets	\$223,511	\$226,296
Liabilities & Net Assets		
Accounts Payable	\$126,852	\$151,202
Line of Credit	0	18,000
Deferred Revenue	62,675	34,614
Total Liabilities	189,527	203,816
Net Assets - Unrestricted	33,984	22,480
Total Liabilities & Net Assets	\$223,511	\$226,296
and the second se	As of December	31, 2008 and 2007

The Center for

Self-Sufficiency has been able to provide services for the various programs they offer through both public and private sector funding. However, as available Federal funding becomes limited, we are continually looking for additional private funding to expand our current programs.

Revenue and Expense	2008	2007
Income		
Federal Healthy Marriage Program	\$1,035,295	\$1,014,694
Federal CBAE Program	798,211	803,332
Private Support	261,675	104,750
State of Wisconsin Support	0	136,760
State of Wisconsin Matching Funds	0	102,635
Matching Funds - Healthy Marriage	158,391	129,019
Total Income	\$2,253,572	\$2,291,190
Expenses		
Payroll	431,180	427,399
Fringe Benefits	119,684	144,795
Supplies	37,549	48,039
Contractual	1,202,191	1,202,297
Travel	46,076	54,627
Other Administrative	405,388	391,232
Total Expenses	\$2,242,068	\$2,268,389
Change in Net Assets	\$11,504	\$22,801
Net Assets, beginning of year	22,480	(321)
Net Assets, end of year	\$33,984	\$22,480

Over the past two years, through private support The Center for Self-Sufficiency has been able to maintain and increase the level of services provided despite the lack of state supported funding.



Income

- Federal Healthy Marriage Program **46%**
- Federal CBAE Program 35%

Private Support 12%

Matching Funds -Healthy Marriage 7%



Expenses

Payroll 19% Fringe Benefits 5% Supplies 2% Contractual 54% Other Administrative 18% Travel 2%

Partnering to Change Tomorrow

Community-Based Abstinence Education

- Greater Allen Cathedral of New York in Jamaica, New York
- Mount Zion Baptist Church in Baltimore, Maryland
- New Hope Memorial Baptist Church in Elizabeth, New Jersey

Healthy Marriage Initiative

- Boys and Girls Clubs of Greater Milwaukee
- New Concept Self-Development Center
- St. Charles Youth and Family Services, Kenosha and Racine, Wisconsin
- UMOS Inc.

Board of Directors

- Angela M. Turner, Board Chair President & CEO, Center for Self-Sufficiency, Inc.
- Stacey Durand, Board Secretary/Treasurer Advocap, Community Action Agency
- Lisa Featherstone, Educator and Community Volunteer
- Mark Lawrence, Educator, Milwaukee Public Schools
- Gary Nosacek, Journalist and Community Volunteer
- Janet A. Wimmer, MSW, CAPSW Wisconsin Community Services, Inc.



The Center for Self-Sufficiency Team

Consultants

- Mark Adashun, Accounting Services
- Dr. Timothy Cleary, Independent Evaluator
- Julie Landes, Social Marketing Consultant
- Ann Miller,
 Curriculum and Process Evaluation Consultant
- Selena Webb-Ebo, Healthy Marriage Educator
- Barbara White, Healthy Marriage Educator

Contractors

EVALUATION SERVICES

Consulting Office for Research and Evaluation (CORE), University of Wisconsin, Milwaukee

Dr. Cindy Walker

ONLINE PARTICIPANT TRACKING SYSTEM (OPTS), DATABASE MANAGEMENT

Two Island Solutions

- Mike O'Malley
- Ben Bernard

COMMUNICATIONS AND MARKETING

- Mosaic Communications, Vow to Succeed Social Marketing Campaign
- Staples Marketing, Graphic/Web Design

Staff

- Ryan Adomavich, Research and Planning Analyst I
- Tonnie Boston, PR and Marketing Coordinator
- Bishop LeHavre Buck, Lead Educator and Trainer
- Ramses Daye,
 Lead Abstinence Educator
- Meg Houlihan-Block, Research and Planning Analyst II
- Sarah Humphrey, Administrative Coordinator
- Bernadette Karanja, Lead Educator and Trainer
- Patty Peck, Office Projects Assistant
- Sara Polifka, Research and Planning Manager
- Melanie Porterfield-Riddix, Program Director, Youth and Family Services (East Coast)
- Angelique Sharpe, Relationship Educator and Outreach Assistant
- Jeanette Stevens, Program Director, Youth and Family Services (Southeast Wisconsin)
- Angela M. Turner, President and CEO



Making a Difference for Youth, Families and Communities

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