

# How to Implement Promising Practices



Peer Guidance from the Responsible Fatherhood Program

“I think about the pledge I made to her that day...that if I could be anything in life, I would be a good father.”

President Barack Obama, Parade Magazine Father's Day Edition, June 21, 2009

## Administration for Children and Families Healthy Marriage and Responsible Fatherhood Demonstration Projects

The Deficit Reduction Act of 2005 appropriated \$150 million in discretionary grants each year from Fiscal Year (FY) 2005 through 2010 to implement the Healthy Marriage and Responsible Fatherhood Demonstration Projects. These demonstration projects are part of the Administration for Children and Families (ACF) national strategy of enhancing child well-being by strengthening families. The ACF Office of Family Assistance (OFA) Healthy Marriage and Responsible Fatherhood grantees provide important community-based services to families. By offering voluntary programs to some of the most vulnerable populations, these grantees, considered to be “sowers and cultivators” of the American family, strengthen the safety net available to families in their communities. From the \$50 million that was allocated for responsible fatherhood initiatives, 100 programs were funded. The goals of these programs are to help men be more committed, involved, and responsible fathers. Grantees could opt to provide additional services, including employment-related services and marriage activities. Of the 100 originally funded grantees, more than one-third included healthy marriage programming. In sum, the responsible fatherhood demonstration grants funded a variety of agencies to conduct comprehensive activities to foster healthy marriage, economic stability, and responsible parenting.



*Administration for Children and Families  
Office of Family Assistance*



## Responsible Fatherhood Program

The purpose of the Responsible Fatherhood Program is to work with some of the most at-risk populations, from teenage male dropouts to incarcerated men, who have had little contact with their sons and daughters. The program is designed to help fathers understand their family roles and responsibilities and acquire the skill sets needed for overcoming barriers that impede them from becoming effective and nurturing parents. Projects funded under the program include services and supports in the following authorized activity areas:

■ **Healthy marriage activities, such as:**

- Skill-based marriage education
- Marriage preparation programs
- Marital inventories
- Premarital counseling
- Relationship skill education
- Dissemination of information about the benefits of marriage and two-parent involvement for children
- Education regarding how to control aggressive behavior

■ **Responsible parenting activities, such as:**

- Skills-based parenting education
- Disseminating information about good parenting practices
- Counseling, mentoring, and mediation
- Disseminating information on the causes of domestic violence and child abuse
- Encouraging child support payments

■ **Economic stability activities, such as:**

- Job searches and job training
- Subsidized employment, job enhancement, and educational or career advancement services
- Coordination with existing employment services
- Dissemination of employment materials
- Financial planning education, seminars, counseling, and mentoring

Promising practices being implemented by some of these Responsible Fatherhood grantees are discussed in the following sections.

## OFA Promising Practices Initiative

OFA has invested significant resources in empowering families for the well-being of their children. The Responsible Fatherhood (and Healthy Marriage) Program represents a collective investment in ensuring that families are healthy enough to raise their children. OFA is committed to documenting these efforts and contributing to the field's knowledge. Systematically documenting how grantees have successfully implemented these program activities is central to building a foundation of practice-based knowledge. To achieve this goal, OFA is supporting a Promising Practices Initiative. OFA encourages the documentation of promising practices and the timely distribution of information to the field to have a positive impact on grantees as they advance their programs.

Promising practices are defined as:

*Programmatic functions, activities, and processes for which an evidence base does not yet exist, but for which staff programmatic experiences, experts in the field, and experienced technical advisors agree are beneficial to overall program functioning.*

*OFA Promising Practices Initiative*

OFA's Promising Practices Initiative is based on two assumptions. First, the best indicator of the success and effectiveness of a program is its ability to have a positive impact on program participants. Second, by examining a diverse group of Responsible Fatherhood (and Healthy Marriage) programs that have (at minimum) documented preliminary positive short-term and intermediate outcomes for participants, a pattern of promising practices should emerge.

Two reports summarize key findings of this initiative:<sup>1</sup>

- *Emerging Findings from the Office of Family Assistance Healthy Marriage and Responsible Fatherhood Grant Programs: A Review of Promising Practices*
- *Emerging Findings from the Office of Family Assistance Healthy Marriage and Responsible Fatherhood Grant Programs: A Review of Select Grantee Profiles and Promising Results*

This Guide supplements the findings of these cornerstone documents by describing, through peer examples, how grantees have successfully implemented various program activities. In addition to identifying grantees who have implemented program elements essential for successful performance (i.e., adequate staffing resources, effective recruitment processes, successful retention strategies, programs that attract people and meet their needs, networks and linkages with other organizations and groups, infrastructure for assessing performance, culture of data-driven decision making), the overview provides practitioners with details on the ways in which their peers have effectively integrated these program capacities into day-to-day operations. Specific examples help others understand the form these program elements might take and generate ideas for how they might be replicated in other communities.

## Selection of Grantees and Identification of Practice Examples

Responsible Fatherhood grants were awarded in five priority areas. Priority area 1 and 2 grants were awarded to organizations to implement two or more of the three authorized activity areas (healthy marriage, responsible parenting, or economic stability). Priority area 3, 4, and 5 grants were awarded to organizations to implement any one of the three authorized activity areas. As a result, grantees could either implement one, two, or all three authorized activities, depending on their grant award. Grantees featured in this Guide represent priority areas 2, 3, 4, and 5.

The following selection criteria were used to identify grantees implementing innovative or promising practices in the authorized activity areas of healthy marriage, responsible parenting, or economic stability. Some of these promising practices may also be specific for serving incarcerated fathers.

### High Performance

- ☑ Grantee has documented preliminary evidence of positive participant outcomes.<sup>3</sup>
- ☑ Grantee was assessed initially by Federal Project Officer as “low or moderate need” with respect to core programmatic areas (e.g., staffing, recruitment, service delivery, retention, evaluation).
- ☑ Grantee is meeting its performance benchmarks as reported in the first FY2009 semi-annual report (October 2008–March 2009).

### Moderate Performance

- ☑ Grantee was assessed initially by Federal Project Officer as “low or moderate need” with respect to core programmatic areas (e.g., staffing, recruitment, service delivery, retention, evaluation).
- ☑ Grantee is meeting its performance benchmarks as reported in the first FY2009 semi-annual report (October 2008–March 2009).

The comprehensive list of promising practices identified in OFA’s foundational reports (referenced above) was developed through document review (e.g., other promising practices publications in this field and related fields), analysis of grantee data (e.g., semi-annual reports, narrative stories of impact, outcome data), and site visits (e.g., onsite discussions with staff, observations). The examples of grantee practices described in this Guide were collected through roundtable discussions, focus group discussions, and follow-up telephone conversations conducted to obtain additional details about information shared in other settings. Because our primary approach to data collection for this Guide was listening to grantees talk about their work in their own words in the context of peer-to-peer exchanges (versus a more structured environment in which promising practices data collection was the primary purpose for gathering and the primary focus of conversation), the examples presented may not fully represent the more comprehensive list identified for OFA’s foundational promising practices reports.

## Overview of Promising Practices

Practice examples presented in this Guide are organized according to the main categories of promising practices identified in the *Emerging Findings from the Office of Family Assistance Healthy Marriage and Responsible Fatherhood Grant Programs: A Review of Promising Practices* report. These practices have been applied by grantees serving different target populations. The categories in this report are:

- **Staffing**, including the skills, training, and approach of front-line personnel.
- **Recruitment and retention**, whereby grantees attract participants and maintain their interest through a variety of services and activities.
- **Service delivery**, including efforts to address participant needs and provide comprehensive programming to the target audience.
- **Community partnerships**, through which grantees link to existing public and community networks to expand participant access to important services.

This Guide includes a fifth category, **data-driven decision-making**, in recognition that several grantees from this group have policies that incorporate feedback and evaluation into their day-to-day practices.

Across these categories, the organizations examined here have identified specific examples that illustrate how grantees might implement promising practices in their communities. These examples are rooted directly in the experiences of grantees that have successfully implemented these practices. Key lessons learned also are described within each category.



## Staffing

Grantees follow a variety of methods to hire qualified staff who have respect and compassion for the target population, often grounded in a personal connection to the issue.

- **The RIDGE Project** in Defiance, Ohio, uses male/female couples as facilitators for its Responsible Fatherhood programs, which target incarcerated men. In many cases, at least one of the co-facilitators has been incarcerated or had personal contact with the criminal justice system.
- Many staff at **The Osborne Association** in New York City are themselves former incarcerated parents. The program also hires clerks within a prison to help with recruiting and recordkeeping. These clerks receive a small salary but “it’s not an easy job to get,” one manager said. “It’s something to be earned.”
- **Lighthouse Youth Services** in Cincinnati requires a 4-year degree for its fatherhood employees. But it also requires 2–3 years experience working with men through a community-based, faith-based, or public system.

Grantees provide a job counselor or other individual, either within the agency or through a partner agency, who helps develop an employment plan or maintains contact with individuals after they are placed in a job.

- The **Fortune Society** in New York City provides retention counselors who stay in contact with former incarcerated parents who move into a new job.
- **South Coast Business Employment Corporation and Training** in Coos Bay, Oregon, operates a Worknet program that brings employers together with fathers seeking employment. These dads present a 90-second “live resume” summarizing their background and objectives.





Grantees highlight the need for empathy while encouraging staff to professionally and personally model the skills they are teaching.

- **Council on Prevention and Education: Substances, Inc. (COPES)** in Kentucky sets guidelines for staff when participating family members disagree. Staff should listen and validate concerns, without agreeing to the substance of the concerns. As a result, participants may learn there is room for different thoughts and accept them.
- Several grantees, including the **Detroit Workforce Development Department**, say working on Responsible Fatherhood efforts is a transformative experience for staff. In Detroit, counselors have had challenges in their own lives, such as poor relationships with a father or a child. Staff at the site report that they have improved their own parenting skills by working in the program.

Grantees provide support to staff to enhance their capabilities and performance.

- The **South Carolina Center for Fathers and Families (CFF)** created a community of practice for staff responsible for day-to-day programming. While **CFF** provides written materials, staff members from different sites share information at quarterly meetings and training sessions. “This isn’t just a job,” one manager said. “We know that burnout can be a problem.” **CFF** also offers personal counseling for employees, funded from outside the Federal grant.
- Responsible Fatherhood staffers at the **Fortune Society** receive cross-training so they can perform three distinct functions: workshop facilitator; job developer (employer outreach); and job retention counselor.





## Recruitment and Retention

Grantees use community leaders and community settings to connect with potential participants.

- **Goodwill Industries of Minnesota** recruits high-achieving fathers (dadvocates) to deliver presentations through radio stations, schools, social service organizations, health fairs, and jail settings. These dads have the opportunity to help others based on what they have learned.
- **Detroit Workforce Development Department** sends recruiters into the community to the places where fathers already are—such as barbershops, churches, and street corners. **South Carolina CFF** employs a similar approach.
- **Latin American Youth Center (LAYC)** in Washington, DC, conducts extensive on-the-street outreach, which it reports as effective. Most of the clients have a lack of trust for “the system,” and this approach allows staff to meet participants where they live in the community.
- **The Osborne Association** has a Family Resource Center in the community with a toll-free hotline staffed by former prisoners and their family members. Among other services, the center has information on visitation, transfers, parole, support programs, and links to other services. Osborne also has children’s centers at Sing Sing and Woodbourne correctional facilities.

Grantees utilize partners and participants in the recruitment process.

- The **Family Health and Education Institute** relies on an urban automotive academy in Washington, DC, to recruit many of its participants. The institute delivers fatherhood services as the life skills portion of the curriculum for these men, most of whom are young fathers. The auto academy reports higher program completion and success rates since the start of the partnership.

- **Goodwill Industries of Minnesota** has developed an alumni group of former participants who want to give back to the organization. Five of these individuals have received peer-to-peer training and help with program outreach.
- Participants as partners is an important theme at **LAYC**, where a case manager spends 3 months working with participants to identify their needs. Past participants also have performed program outreach in the community.

Grantees help participants and their families forge bonds with each other and with staff.

- **The RIDGE Project** has an 18-week “TYRO” program that leads to attainment of special status as a “man of the community.” The program focuses on self-esteem and helping incarcerated prisoners reflect on their lives. The program strives to change a badge of shame (imprisonment) into a (positive life change) badge of honor.
- The **Exchange Club Center for Child Abuse Services, Treatment, and Life Enrichment (CASTLE)** in Fort Pierce, Florida, offers a children’s support group to help children deal with separation, divorce, and reunification issues. A mothers group also meets regularly and supports women particularly before a father is released from prison. Sessions focus on positive parenting and reunification issues.

Grantees provide incentives to encourage participants to remain in the program.

- The **LAYC** Daddy’s Dollars initiative provides \$15 a week to participating families for essential supplies such as diapers and wipes. **LAYC** can place the order or have the fathers do so and receive reimbursement. A case manager is available to assist in this process.
- **New Mexico State University** provides a spouse or custodial parenting partner with a \$75 gift card from a major national retailer for attending Family Days at a correctional facility, where incarcerated fathers participate and lead activities with their children. The gift card can provide an incentive by alleviating the costs of traveling to the correctional facility. **Minnesota Council on Crime and Justice (MCCJ)** provides gas cards and other incentives to encourage visits to incarcerated fathers in its program.

## Holistic, Culturally Appropriate, and Comprehensive Service Delivery Methods

Some Responsible Fatherhood grantees offer one-stop centers so participants can access a range of services, not all of which are necessarily funded through the Federal grant.

- The **Fortune Society** provides job training and employment services, housing assistance, drug treatment services, and other assistance to participants, most of whom are recently released prisoners. The organization also operates a transitional housing residence with 61 beds in Harlem.
- In addition to its core fatherhood services, **The Osborne Association** offers the El Rio substance abuse program and South Forty employment and training program.
- **LAYC** operates more than 50 social services, education, and job training programs. Since many participants are new immigrants from Central America, staff spend time developing trust and rapport with them. In this process, **LAYC** identifies those needs it can address directly and makes referrals in other cases.

Grantees offer culturally relevant curricula customized to the needs of a particular target audience.

- **CASTLE** staff are able to provide curricula, activities, and services in four languages.
- The **Detroit Workforce Development Department** supplements its parenting curriculum with the Black Parenting Kit, geared to the specific issues facing African-Americans, who account for 97 percent of enrollment.



- The **Family Health and Education Institute** adapts traditional curricula to an urban population by emphasizing role-playing activities. Adapting tested curricula by linking themes to the particular needs and circumstances of fatherhood programs can be highly advantageous, but should be done in line with program goals. Many men feel they “best learn by doing,” said a site director for **COPEs**. “If our guys don’t first practice new approaches in the classroom, they’ll never really change their behavior.” **CASTLE** also makes widespread use of games, as men portray various roles (parent, child, sibling) in board games. Program leaders said it provides a low-stress approach to modeling appropriate behavior.

#### Grantees provide transition assistance to help participants adjust to new employment or challenges.

- **CASTLE** provides a “harvest” outreach program to fathers upon their release from prison. The program provides vouchers and other services that fill a gap before former inmates can begin to receive food stamps or other benefits. The program also stays in contact with fathers and family members for up to 1 year after they complete the program.
- The **Fortune Society** offers internships to individuals who otherwise may have a particularly hard time finding a job placement. In such cases, the person will work part time at the **Fortune Society** office as an intern. This option was particularly helpful for one father who had spent 26 years in prison.
- **Lighthouse Youth Services** partners with a county agency to incorporate child support enforcement technicians into program delivery. These technicians do not enforce orders but work with participants to help them understand their child support cases and the next steps in meeting their obligations.

#### Grantees develop strategies that foster greater father-child contact.

- The Mail-Out Project at **New Mexico State University** enables steady contact between incarcerated fathers and their children. Fathers communicate regularly by mail and then develop a “pano,” or handkerchief, with illustrations and symbols reflecting their child’s interests. The project supplements the education men receive on “Ages and Stages” of child development, so they better understand the developmental progress made by their children. Children also receive a blank pano to develop for their fathers.
- Incarcerated fathers in the **New Mexico State University** program take the lead in organizing activities for periodic Family Days attended by their children. The fathers set the stage and organize games such as relays, parachute, ring toss, and bean bags, and oversee art projects.
- **MCCJ** takes a whole-family approach, working with children, mothers, and incarcerated fathers. The organization helps educate incarcerated fathers about a child’s interests and activities, while helping children understand what is happening to their fathers and their father’s life in prison.



## Partnerships

Grantees use community partners to strengthen program capacity.

- **MCCJ** recruits marriage and family therapy master's level graduate students as program interns, a strategy that stretches limited grant resources. Two licensed marriage and family therapists from the university also lend their help to the program. (The grant does not offer therapy as a service, but grant participants may engage in therapy through referral partnerships.) **MCCJ** also has three child care workers who help care for children while their mothers are taking part in workshops.
- While some grantees have one-stop centers, others link to existing programs in the community. **Goodwill Industries of Minnesota** partners with Minneapolis Public Schools for GED assistance and with Early Childhood Family Education on child development, school readiness, and relationships with parents. Other partnerships help address paternity and court issues and housing, since Goodwill subsidizes transitional housing for up to 2 years.
- **South Coast Business Employment Corporation and Training** belongs to the local Chamber of Commerce and is active with the United Way, alternative schools, juvenile justice, and employers. "We really have a finger on the pulse of the community," one director said. A partnership with an area agency on aging also provides young fathers with work experience, typically lawn maintenance, to elderly individuals living in the area.

## Data-Driven Decision-Making

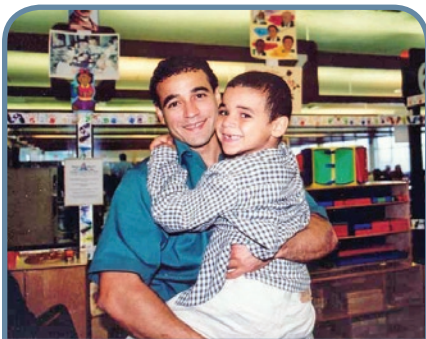
Grantees use national and local research resources to inform practice.

- **South Carolina CFF** consults with leading fatherhood scholars to understand the fatherhood research and how it relates to the community. The organization also has a policy director who assesses issues relevant to low-income fathers. In one case, the organization demonstrated how a father's self-support reserve, the income fathers may keep for themselves, was so low that it was a disincentive to employment. The State legislature ultimately increased this reserve to address the problem.
- **The RIDGE Project** has partnerships with the State department of corrections to obtain data on how its participants compare to others on key indicators, including recidivism and behavioral infractions while in prison. So far, the data show progress for RIDGE participants.
- **South Carolina CFF** has partnered with the University of South Carolina Institute for Family and Society to build staff interest in and capacity for program evaluation and its relationship to program delivery.
- **COPES** integrates evaluation practices throughout its program. Participants take part in retrospective surveys every 5 weeks to review staff practices and assess customer satisfaction.

## Conclusion and Next Steps

Across a variety of categories, from service delivery to partnerships, grantees in the Federal government's Responsible Fatherhood Program are engaged in promising practices with important implications for the field. These practices cover a wide range of grantee responsibilities, from the launch of recruitment programs to the transition of fathers to employment and broader participation in the lives of their families and communities. As illustrated here, one value of promising practices is the ability to distill important information about active, on-the-ground practices already underway in settings well known to all grantees in the Responsible Fatherhood Program.

Moving forward, the Responsible Fatherhood community can build on this Guide to offer a broad information gathering and dissemination strategy for promising practices. Options could include more detailed profiles of individual grantees, perhaps updated quarterly. These profiles would include more specific information on an individual practice, including critical "how-to" information that can promote replication. Such profiles could be grouped by priority subject area, such as economic stability, responsible parenting, and promotion of healthy marriage. Because these agencies have powerful stories about the transformative nature of fatherhood programs, additional resources for the field could include video vignettes and testimonials about the impact of individual program components on the lives of participating fathers. This important practice-based knowledge could be disseminated broadly through the National Responsible Fatherhood Clearinghouse ([www.fatherhood.gov](http://www.fatherhood.gov)), a grantee community of practice, webinars, or other Web-based methods.



An inmate father participating in The Osborne Association program enjoys time with his son at the program-sponsored family center.



Some graduates of The RIDGE Project elect to become TYRO members. Program co-founder Ron Tijerina (center) notes that membership is a source of pride for the fathers, which keeps them actively engaged after program completion.



## Endnotes

1. These reports were produced by James Bell Associates under contract to ACF, U.S. Department of Health and Human Services.
2. Grantees who have demonstrated preliminary evidence of positive participant outcomes are **South Carolina CFF, COPES, LAYC, New Mexico State University, CASTLE, MCCJ, and The RIDGE Project.**

## Appendix: Responsible Fatherhood Demonstration Project Grantees

Grantee	Organization and Project Description
<p>CASTLE (FL)</p> <p><a href="http://www.castletc.org">www.castletc.org</a></p>	<p><b>Organization Description:</b></p> <p>The Exchange Club Center for Child Abuse Services, Treatment, and Life Enrichment (CASTLE) is a 501(c)(3) nonprofit organization that was established in 1981 by the Exchange Clubs of Fort Pierce and Port St. Lucie, Florida, to protect local children from abuse and neglect. The overarching mission of CASTLE is to improve the quality of family life while preventing child abuse and neglect through community education, supports, and resources. All CASTLE services, including its core Safe Families maltreatment prevention program, are accredited by the Council on Accreditation and the National Exchange Club Foundation. In addition, all CASTLE programs operate under a Performance and Quality Improvement model that includes peer reviews, client satisfaction surveys, measurements of program effectiveness, and the utilization of knowledge to inform program improvement.</p> <p><b>Project Description:</b></p> <p>The Strong Fathers/Strong Families project works with incarcerated fathers and their families to promote responsible parenting and family stability. The project's primary target population includes county jail inmates in St. Lucie, Martin, and Indian River counties who are fathers of at least one minor child (or who are in a future or potential fathering role), as well as their spouses/intimate partners and children. The project provides jail-based fatherhood classes using a standardized, nationally recognized fatherhood skill development curriculum. The fatherhood course consists of 12 weekly 2-hour classes, for a total of 24 hours of classroom-based instruction. Partners in the community can participate in home-based counseling and parent education. Additional family outreach and support services are available, including needs assessments, service referrals, and tracking of families' progress. A total of 144 inmates participated in fatherhood classes during FY 2008, with 75 percent completing 8 or more hours of instruction.</p>
<p>COPES (KY)</p> <p><a href="http://www.copes.org">www.copes.org</a></p>	<p><b>Organization Description:</b></p> <p>The Council on Prevention Education: Substances, Inc. (COPES) is a private, nonprofit organization that provides consultation, education, and training services for youth and families to promote healthy personal and family development. COPES trains schools, churches, juvenile justice programs, civic organizations, neighborhood associations, recreation centers, and city and county governments in the implementation of family skill-building programs that seek to reduce negative behaviors such as substance abuse, domestic violence, delinquency, and criminal activity. COPES services focus primarily on personal growth and the prevention of substance abuse and violence.</p> <p><b>Project Description:</b></p> <p>The Jefferson County Fatherhood Initiative is a collaborative project designed to strengthen the parenting and relationship skills of fathers reentering the Louisville, Kentucky, community following release from prison, with a specific focus on men in substance abuse recovery. The project works with fathers to improve their family relationships, reconnect with their spouses (or intimate partners) and children, and overcome obstacles to being effective and nurturing parents. The program teaches effective communication, building refusal skills, setting boundaries, conflict resolution, positive parenting techniques, and development of healthy attitudes and behaviors regarding substance abuse and sexual activity. The program also includes outreach and counseling services for participating men's spouses/intimate partners and their minor children, particularly those between the ages of 12 and 17. Each year, the program serves approximately 100 individuals, including re-entry fathers, their partners, and children.</p>
<p>Detroit Workforce Development Department (MI)</p> <p><a href="http://www.ci.detroit.mi.us">www.ci.detroit.mi.us</a></p>	<p><b>Organization Description:</b></p> <p>The mission of the Workforce Development Department, a Michigan Works! agency, is to promote the economic self-sufficiency of Detroit residents and provide qualified workers to local employers through the delivery of cost-effective, high-quality employment, training, and education services in partnership with businesses, community-based organizations, educational institutions, and governmental agencies.</p> <p><b>Project Description:</b></p> <p>The Responsible Fatherhood Initiative provides support, job training, and career development services for unemployed and low-income fathers in Detroit.</p>

Grantee	Organization and Project Description
<p><b>Family Health and Education Institute (MD)</b> www.fhei.org</p>	<p><b>Organization Description:</b></p> <p>The Family Health and Education Institute is a 501(c)(3) nonprofit organization devoted to providing comprehensive social and educational services to families (especially those at risk) in order to increase academic attainment, improve mental and emotional well-being, and increase marketable job skills that lead to financial self-sufficiency. The Family Health and Education Institute also provides leadership training and development services to Fortune 500 companies, public school systems, government, private industry, and nonprofit organizations. The Family Health and Education Institute guarantees products and services consistent with its core principles: commitment, excellence, and integrity.</p> <p><b>Project Description:</b></p> <p>The Family Health and Education Institute's flagship program is a comprehensive 67-hour 12-week program funded through the U.S. Department of Health and Human Services ACF. The program targets fathers and couples in the Washington, DC, metropolitan area and focuses on the improvement of relationship, parenting, financial planning, and employability skills. The program also provides occupational skills training and job placement assistance for program graduates.</p>
<p><b>Fortune Society (NY)</b> www.fortunesociety.org</p>	<p><b>Organization Description:</b></p> <p>The Fortune Society is a New York City based nonprofit organization that offers services to fathers, including job readiness training and preparation, financial planning seminars, and job placement and retention.</p> <p><b>Project Description:</b></p> <p>Formerly incarcerated individuals need a network of supportive people to help with the transition from prison to community. For this reason, the Fortune Society assists clients in re-establishing familial relationships, especially those with their children. The Fortune Society offers a comprehensive family services program for both custodial and noncustodial parents that features parenting training; individual and group counseling; individual legal consultation with an in-house family law attorney to help with child support arrears and custody/visitation issues; and life skills workshops that focus on cooking, nutrition, and money management.</p>
<p><b>Goodwill Industries (MN)</b> www.goodwilleasterseals.org</p>	<p><b>Organization Description:</b></p> <p>Goodwill/Easter Seals Minnesota assists people in achieving their goals for employment, education, and independence. Some programs require an external referral, while others are funded through grants, individual donations, Goodwill store sales, and corporate support. All services are at no cost to the program participant.</p> <p><b>Project Description:</b></p> <p>The FATHER Project's proven model promotes responsible parenting and fosters economic stability for low-income fathers in Hennepin County and surrounding areas, including young men age 17 and older. Over 5 years, the program proposes to serve 872 fathers, with about two-thirds of enrollees placed in employment. A key element of the grant is the development of dynamic partnerships with other leading nonprofit organizations in the Twin Cities, such as African American Family Services, Comunidades Latinas Unidas en Servicio, the Division of Indian Work, Parents as Teachers/Meld, and Way To Grow. An employment consultant provides employment readiness services, while domestic violence prevention services, culturally specific and interactive parent-child services, and intensive parenting in-home assessments also are delivered to participants.</p>

Grantee	Organization and Project Description
<p><b>Latin American Youth Center (Washington, DC)</b></p> <p><a href="http://www.layc-dc.org">www.layc-dc.org</a></p>	<p><b>Organization Description:</b></p> <p>The Latin American Youth Center (LAYC) is a community-based, multicultural, and multilingual youth and family development center dedicated to supporting youth and families in their determination to live, work, and study with dignity, hope, and joy. Founded in the late 1960s to address the absence of services for the emerging Latino community, LAYC is one of the nation's leading youth development organizations. LAYC now serves all low-income youth, young fathers, and their families. Approximately 4,000 individuals are reached each year in Washington, DC, and Maryland's Prince George's and Montgomery counties. LAYC achieves its mission by operating a network of youth centers, public charter schools, and social enterprises that offer more than 50 year-round, culturally sensitive programs and services.</p> <p><b>Project Description:</b></p> <p>The program primarily serves young immigrant fathers who reside, work, or attend school in the multi-cultural neighborhoods of Washington, DC. The primary goal is to increase the ability of young people to be responsible, involved parents who have meaningful relationships with their children; to be emotionally and financially supportive of their children and partners/spouses; and make healthy decisions for themselves, their families, and their communities. The program consists of 13 group discussion sessions on parenting skills, the experiences of young fathers, and the challenges they face. All sessions are offered in English and Spanish. Mentors recruited from the local community help young fathers develop their parenting skills and develop career and educational plans. In addition, mentors serve as a sounding board for questions and concerns and model good parenting behavior. The program offers individualized and intensive case management and provides access to a range of activities and services, including academic enrichment, health care, and legal assistance through partnering organizations.</p>
<p><b>Lighthouse Youth Services (OH)</b></p> <p><a href="http://www.lys.org">www.lys.org</a></p>	<p><b>Organization Description:</b></p> <p>Operating since 1969, Lighthouse Youth Services is a multiservice agency providing social services to children, youth, and families in southeastern Ohio.</p> <p><b>Project Description:</b></p> <p>Lighthouse REAL (Responsible, Effective, Accountable &amp; Loving) Dads is a collaborative effort with Hamilton County Job and Family Services. The project addresses deficits in parenting and life skills for noncustodial parents. Participants are referred to the job search coordinator for employment services with Hamilton County Job and Family Services. Life coaches and clients develop individualized plans to help clients comply with child support orders, become self-sustaining, and increase parenting skills.</p>
<p><b>Minnesota Council on Crime and Justice</b></p> <p><a href="http://www.crimeandjustice.org">www.crimeandjustice.org</a></p>	<p><b>Organization Description:</b></p> <p>The Minnesota Council on Crime and Justice (MCCJ) is an independent, nonprofit, 501(c)(3) organization that has been a leader in the fields of social and criminal justice in Minnesota since its founding in 1957. MCCJ works on behalf of offenders and their families, victims of crime, and populations at risk of involvement in the justice system. MCCJ's mission is to build community capacity to address the causes and consequences of crime and violence through research, demonstration, and advocacy.</p> <p><b>Project Description:</b></p> <p>The Family Strengthening Project (FSP) is designed to reduce the impact of incarceration on children of incarcerated parents by providing comprehensive services to incarcerated fathers and their families in the community. FSP promotes responsible fatherhood by strengthening marriages and/or significant relationships, fostering healthy connections between parents and children, and increasing families' economic self-sufficiency. FSP serves not only the incarcerated individual, but the entire family simultaneously. FSP is unique in terms of early intervention and longevity of services offered. Many families enroll within weeks of incarceration, and may continue services for up to 2 years during incarceration and 1 year post-release. The comprehensive services provided for the family include family case advocacy and support; classes in financial literacy, parenting, and marriage/relationship strengthening; and individual and couples counseling with a focus on family relationships. Families are eligible for employment skills training and placement, one-to-one financial counseling, mentorship matching opportunities, and comprehensive family reunification and re-entry planning.</p>

Grantee	Organization and Project Description
<p><b>New Mexico State University</b></p> <p><a href="http://www.nmsu.edu">www.nmsu.edu</a></p>	<p><b>Organization Description:</b></p> <p>New Mexico State University is the State's land grant university serving the educational needs of New Mexico's diverse population through comprehensive programs of education, research, and outreach, with an approximate enrollment of 16,000 undergraduate and graduate students. The university's departments of Family and Consumer Sciences and Extension Home Economics in the College of Agriculture and Home Economics are uniquely suited to provide parenting education to incarcerated fathers and their families.</p> <p><b>Project Description:</b></p> <p>The Strengthening Families Initiative (SFI) - Incarcerated Fathers Program is conducting research-based parenting education for incarcerated fathers along with coordinated education and service components for parenting partners and inmates' children aged 17 or younger. The project targets primarily Hispanic and Caucasian fathers currently serving a prison sentence at Southern New Mexico Correctional Facility or La Tuna Federal Prison. SFI provides extensive research-based parenting education and life skills education, disseminates domestic violence information, promotes contact between inmates and their children and distributes educational materials to parenting partners, provides community-based referrals for parenting partners and/or children when needed, co-sponsors Family Day events, and distributes a project newsletter to the parenting partners/caregivers of the inmates' children. SFI served 246 fathers in the first 2 years of the grant, along with 617 children of inmates.</p>
<p><b>The Osborne Association (NY)</b></p> <p><a href="http://www.osborneny.org">www.osborneny.org</a></p>	<p><b>Organization Description:</b></p> <p>Founded in 1931, The Osborne Association offers opportunities for individuals who have been in conflict with the law to transform their lives through innovative, effective, and replicable programs that serve the community by reducing crime and its human and economic costs. The organization offers opportunities for reform and rehabilitation through public education, advocacy, and alternatives to incarceration that respect the dignity of people and honor their capacity to change as they achieve self-sufficiency, adopt healthy lifestyles, enter the workforce, reform, and rebuild.</p> <p><b>Project Description:</b></p> <p>The Osborne Association's FamilyWorks program mends and strengthens the ties that are broken when a parent is incarcerated. Created in 1987, FamilyWorks heals the trauma for children left behind through a prison-based parenting education program for incarcerated fathers, children's visiting centers for incarcerated fathers and their families at men's State prisons, and community-based services for families affected by incarceration. The focal points of the project are the healthy relationship classes and healthy marriage seminars for incarcerated fathers and their partners.</p>
<p><b>The RIDGE Project (OH)</b></p> <p><a href="http://www.theridgeproject.com">www.theridgeproject.com</a></p>	<p><b>Organization Description:</b></p> <p>The RIDGE Project, Inc., a nonprofit organization founded in 2000, provides multifaceted programs designed to move youth and families out of generational cycles of welfare dependency, fatherlessness, and incarceration, and give them the skills to become responsible, productive, healthy, and happy families and citizens. The RIDGE Project currently serves more than 30,000 Ohio residents each year.</p> <p><b>Project Description:</b></p> <p>Keeping FAITH is a fatherhood, marriage, and family strengthening program developed specifically to address the unique obstacles that fathers and their families face when the father is incarcerated or recently released. Participants receive both skill-based marriage education and skill-based parenting education. While the incarcerated father works through the program from within the prison, his family is involved in the program as well, with specific components integrated to bring the family together. Currently implemented in 11 Ohio prisons, in FY 2008 the Keeping FAITH program served 745 individuals, including more than 350 couples (inmates and their families).</p>

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<p data-bbox="172 405 548 457"><b>The South Carolina Center for Fathers and Families</b></p> <p data-bbox="172 474 435 499"><a href="http://www.scfathersandfamilies.com">www.scfathersandfamilies.com</a></p>	<p data-bbox="596 405 821 430"><b>Organization Description:</b></p> <p data-bbox="596 447 1448 632">The South Carolina Center for Fathers and Families (CFF) is a statewide 501(c)(3) faith-based organization that provides infrastructure for service delivery, programming, coordination, technical assistance, financial oversight, and community capacity building for six nontraditional fatherhood programs serving 12 communities. It is an outgrowth of the Sisters of Charity Foundation's Fatherhood Initiative, Reducing Poverty through Fatherhood Engagement, launched in 1997. Since its creation in 2002, the South Carolina CFF overarching mission has been addressing the root causes of poverty by reconnecting low-income, noncustodial fathers to their children both financially and emotionally through community programs. Approximately 800 fathers voluntarily participate in these programs annually.</p> <p data-bbox="596 644 769 669"><b>Project Description:</b></p> <p data-bbox="596 686 1440 974">The Promoting Responsible Fatherhood Project (PRFP) works with local fatherhood programs to provide a 24-week holistic program for low-income, noncustodial fathers who are primarily African-American. South Carolina CFF aims to serve 500 new participants per year. PRFP staff work one-to-one with fathers to develop and achieve individual goals in their One Man Plan. Weekly group sessions provide peer support, education, and critical information. Parenting education provides each father with information and skills to strengthen his role as a father and to develop a co-parenting relationship with his child's mother. Fathers learn to navigate the legal systems that affect them and their children, particularly in the areas of child support, visitation, and Child Protective Services. Local programs reduce barriers to employment and link participants to jobs that pay a living wage, provide job readiness education and connections to local job training programs, assist with obtaining professional licenses (e.g., barber licenses, commercial driver's licenses), and provide referrals to local employers interested in hiring participants. Fathers also receive education about managing their finances and meeting their child support obligations.</p>
<p data-bbox="172 989 483 1041"><b>South Coast Business Employment Corporation and Training (OR)</b></p> <p data-bbox="172 1058 305 1083"><a href="http://www.scbec.org">www.scbec.org</a></p>	<p data-bbox="596 989 821 1014"><b>Organization Description:</b></p> <p data-bbox="596 1031 1448 1131">South Coast Business Employment Corporation and Training is a private, nonprofit corporation serving the people and businesses of the Southern Oregon Coast since 1982. The organization builds capacity and ensures the long-term success of skilled employees, well-run businesses and organizations, life-enriching senior nutrition and social/health activities, and public transportation services.</p> <p data-bbox="596 1144 769 1169"><b>Project Description:</b></p> <p data-bbox="596 1186 1456 1239">The primary goal of the Strong Dads Show Kids You Care project is to provide economic stability through employment opportunities and training in high-growth/high-wage industries for low-income fathers in Coos Bay, Oregon.</p>

The smallest moments can have the biggest impact on a child's life.

**Take Time to  
Be a Dad Today**



*Administration for Children and Families  
Office of Family Assistance*