

## Special Edition - 2008 Annual Report

### Charting a Future Course

Over a year ago, our Board of Directors and staff embarked on an unusual journey to discover our future course of direction.

In early fall 2007, we were completing our capital campaign and getting ready to move into our fabulous new home. We had given ourselves a year to settle in before we began significant new programs. In that first year, we knew we would meet two promises to our capital donors: 1) increase the number of families we served in our morning program, and 2) begin a new afternoon program, "First Connections" that focused on our youngest community members, babies and their mothers.

But, beyond that, the future was wide open. What exactly should we do with our space that was now available not only for mornings, but for afternoons, evenings and weekends? Should we simply replicate the core morning program in all other time slots? Should we develop a program to serve working parents or grandparents? Should we identify the "secret sauce" that engages parents and families, and teach other agencies how to incorporate that in their programs? Those were the questions swirling through our minds.

Of course, we had no dearth of opinions as to which path to take. But, we also had no alignment on the "right" course of action.

So, we went on a wonderful year-long journey, funded by an "Organizational Spirituality Grant" from the Angell Foundation. David and Lynn Angell were successful screenwriters who perished on Flight 93 on 9/11. Their legacy is well-served by the ongoing

work of the Angell Foundation. This progressive grant, helping non-profits explore how a look within can help with outward motion, was exactly what we needed.

During our look within, guided by a most gifted facilitator John Ott, we learned how to actively listen and dialogue with one another. We learned how to distinguish fact from story (a fact is something that can be objectively verified; a story is the meaning we make out of facts). We learned how to respect all of our perspectives, seeing our own opinion and observation as just one piece of the puzzle. We learned to trust one another - staff and board members - and to be non-attached and non-judgmental as we listened.

We did our due diligence. We interviewed leaders of other agencies and community members, learning what they saw as the unfulfilled needs for families in Pasadena. We looked at what various expansion scenarios would mean in terms of staffing, budget, building use and number of families served. We examined our roots as an organization, our unique qualities, defined our core strengths and identified weaknesses. We debated and explored all of this with our new listening and dialogue skills.

In the end we reached a unanimous and true consensus, which was truly a gift for all of us. Rarely can a disparate group reach such unanimity with nothing left unsaid and with no compromise.

And, of course, the conclusion, once it was stated, was so simple and obvious, it was remarkable we did not see it clearly before. But, that is always the way, isn't it? You know you have reached the right conclusion when your heart says, 'but of course, this is the thing that must be done.'



**Mothers' Club Family Learning Center will stay true to its core values as we look for ways to make a greater impact. We will continue to improve our intensive, relationship-based core morning program; we will expand partnerships with other agencies and programs for families; and we will become an active model for other programs/providers in the fields of parent engagement and education, early childhood education, family literacy, and mental health.**

These three impulses inform and bound each other. That is, staff and the Board are not pursuing three independent lines of action, but rather one commitment to broadening the impact of Mothers' Club through improvement, expansion, and modeling.

Now we are writing the road map - a strategic plan - for how we will make this happen. And, in spite of our turbulent times, I know we will achieve this vision. The power of solid alignment is an incredible force.

Warm regards,  
Judy Smith Asbury, *Board President*





# Our Two-Generation Learning Model - Educating Young Children and Their Parents Side by Side



## Our Mission

Mothers' Club prepares families living in isolation and poverty to succeed in school and in life through two-generation learning programs. We promote strong parent-child relationships and encourage friendship and mutual support among mothers through our education programs and social services, thereby creating a stronger community for all families.

## About Mothers' Club

Founded in 1961, Mothers' Club is built on two guiding principles: in order for significant, long-term change to occur within a family, you must reach both parent and child and educate them together; and the most critical time to reach a family is when children are proven to be most vulnerable and impressionable, between birth and five years-old. All programs at Mothers' Club uphold this two-generation learning approach.

Mothers' Club reaches families in Northwest Pasadena, one of the most densely populated, impoverished areas of Los Angeles County where **40% of families** with children under five live below the federal poverty level, and **49% of adults** 25 years and older do not have high school diploma's. Of the families served last year:

- ✓ 85% of children were living in poverty;
- ✓ 76% of parents did not have high school diploma's, with 41% having less than a 9th grade education;
- ✓ and 73% spoke a language other than English in the home.



## Early Childhood Education

It is our vision that all children in our community will be nurtured and educated during their first five years, they will develop healthy bonds with their parents and teachers, and enter kindergarten ready and able to learn.

Our research-based curriculum promotes healthy social/emotional, physical, cognitive and language development, as well as self-worth and confidence. We have five developmentally appropriate classrooms for infants, toddlers, two-year-olds, preschoolers and pre-kindergarten children.



## Parenting & Adult Education

It is our vision that every mother in our community will be prepared for her role as her child's first and most influential teacher. She will know that she is never alone as a parent, and that she is a life-long learner. The following are some of the classes and activities that make up our program for parents:

- ✓ Parent Education Classes,
- ✓ Adult Literacy & ESL Classes, Family Literacy Classes, Career Planning, Leadership Training
- ✓ Parent & Child Literacy Activities & Assisting in Children's Classroom
- ✓ Family Home Visits
- ✓ Parent Support Groups, Family Crisis Counseling, Referrals to Specialized Services
- ✓ Health & Wellness Seminars
- ✓ Family Events & Field Trips



# 2008 Highlights & Accomplishments

## Fulfilling our Capital Campaign Goals

This year, Mothers' Club fulfilled many of the goals we set out to achieve with the purchase of our new facility:

- ✓ Complete renovations and open new facility in September 2007 - We opened our new center on October 22, 2007, one month behind schedule.
- ✓ Meet state licensing requirements for childcare centers - We received our license in January 2009
- ✓ Obtain LEED certification at the Gold Level for green, sustainable buildings - We received certification from the US Green Building Council at the Gold Level in December 2008
- ✓ Expand programs - We have expanded our core morning program and piloted a new afternoon program, *First Connections*, and now serve 60% more families than we did in our old facility.



## An Award-Winning Learning Center for Families

Our new facility has garnered many awards for its design, including:

- ✓ Best Overall Award, Flex Your Power
- ✓ AIA California Council, Savings by Design Energy Efficiency Integration Citation
- ✓ Learning By Design Citation of Excellence Award
- ✓ Southern California Concrete Producers Cornerstone Concrete Excellence Award
- ✓ Design Share Awards, Merit Award
- ✓ AIA Pasadena & Foothill, Merit Award

## Best Practices Support Positive Learning Outcomes for Parents and Children

In our 2008 program year, Mothers' Club **served 72 parents with 82 children.** Year-end assessments revealed that children are on track developmentally and ready for school, and parents are gaining the skills and confidence they will need to help their families and themselves achieve success in the future.

## 2008 Outcomes for Children

- ✓ 90% of preschool children entering kindergarten demonstrated growth 95% of the time in the pre-literacy and other skills known to support a successful transition into kindergarten
- ✓ 100% of children from birth through four-years-old demonstrated growth in all development areas: cognitive, social/emotional, physical and language skills

## 2008 Outcomes for Parents

- ✓ 60% of adults studying English as a Second Language achieved a 3-5 point gain on their Comprehensive Adult Student Assessment System test score, demonstrating a significant increase in their English language writing skills.
- ✓ 98% of parents reported reading to their children 3 or more times per week
- ✓ 96% of parents reported having at least 25 children's books in their home

## Attendance & Retention - The Keys to Success

- ✓ More than 98% of families remained at Mothers' Club for the entire year or met their personal goals and completed the program.
- ✓ Families attended Mothers' Club at an 87% attendance rate.
- ✓ High attendance and retention rates are critical to any successful program, and they exemplify the commitment families have made to breaking the cycle of poverty and illiteracy within their families.



ASSETS	2008	2007
Cash	667,702	1,113,943
Investments, at fair value	181,061	270,777
Grants receivable	241,644	143,869
Prepaid expenses	16,056	20,404
Unconditional promises to give	540,996	1,406,919
Property and equipment, net	6,494,886	2,408,932
Construction in Progress	-	2,270,807
<b>TOTAL ASSETS</b>	<b>8,142,345</b>	<b>7,635,651</b>
<b>LIABILITIES &amp; NET ASSETS</b>		
Accounts payable and accrued expenses	29,398	316,899
Note payable	569,195	1,615,000
<b>TOTAL LIABILITIES</b>	<b>598,593</b>	<b>1,931,899</b>
<b>NET ASSETS</b>		
Unrestricted	6,057,430	2,876,985
Temporarily restricted	1,385,322	2,725,767
Permanently restricted	101,000	101,000
<b>TOTAL NET ASSETS</b>	<b>7,543,752</b>	<b>5,703,752</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$8,142,345</b>	<b>\$7,635,651</b>
SUPPORT AND REVENUE	2008	2007
Contributions	1,162,396	833,421
Capital campaign contributions	1,653,119	2,955,759
Donated Services	82,600	133,918
Interest and dividend income	19,008	39,589
Loss on disposition of fixed assets	(14,399)	-
Net unrealized/realized gain on investments	(8,069)	10,179
Special events	69,539	106,909
<b>TOTAL SUPPORT AND REVENUE</b>	<b>2,964,194</b>	<b>4,079,775</b>
EXPENSES		
Program Services	837,841	588,155
General and administrative	122,501	80,322
Fundraising	163,852	159,633
<b>TOTAL EXPENSES</b>	<b>1,124,194</b>	<b>828,110</b>
CHANGE IN NET ASSETS	1,840,000	3,251,665
NET ASSETS - BEGINNING OF YEAR	5,703,752	2,452,087
<b>NET ASSETS - END OF YEAR</b>	<b>\$7,453,752</b>	<b>\$5,703,752</b>





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*continued on page 6*



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## Milestones Achieved

Ideally, a strategic plan is a road map to the future, a guide that keeps everyone working together towards common goals. But often, these documents are created to satisfy many different stakeholders and end up languishing on one of those shelves in the back of the office. In 2005, Mothers' Club went through a planning process that resulted in a Strategic Plan. For many, the primary goal of the Strategic Plan was for Mothers' Club to have a home of our own. And now that we are happily living in that wonderful new home, it is easy to say that the Strategic Plan was a great success.



But those of us at Mothers' Club always knew that success was never about a new building. After all, a home is more than a structure with four walls and a roof. As our mothers rightly told us - "it's what's on the inside that counts!"

Our Strategic Plan called for Mothers' Club to expand our programs and services to meet the needs of our community. It challenged us to continue to evaluate our programs, look at the outcomes we achieved, and always strive to do better. I am happy now to give you the following status report on the major goals of our 2005 Strategic Plan:

Since moving into our new facility in October, 2007, we have increased the number of families we serve by 60%.

**We have become a licensed child care center;** licensed by California's Community Care Licensing Division. We are still committed to two-generation learning, but licensing provides a basic seal of approval and allows us more flexibility in developing programs

## About a Family

Carmen learned about Mothers' Club when she was pregnant with her first child. But when her daughter Rachelle was born our infant room was full and she was put on our waiting list. Rachelle was healthy at first, but as she grew her doctor told Carmen he was concerned for the baby and that she needed to stimulate the Rachelle. Carmen did not know what that meant and did not have anyone to ask for help. She was confused and scared for her baby. And then Mothers' Club called.

When Rachelle first came to Mothers' Club at 6 months old, she could not roll over, sit up or grab a small toy in her hand. Our staff worked closely with Carmen and Rachelle for 6



months, demonstrating and practicing ways in which Carmen could support Rachelle's physical development. At Mothers' Club, Rachelle was in a safe and stimulating environment in which her muscles and motor skills developed quickly; and Carmen learned how important it was for Rachelle to have the physical space needed to learn to roll over, crawl and eventually walk.

Once Rachelle was back on track, then Carmen was able to focus on her needs. She began to attend our ESL classes and continued with parent education and a support group. There she met mothers with the same fears and anxieties; mothers who accepted her without judgments; and mothers who often had great advice! She took our family literacy class and created a book for Rachelle about her family's history, and attended our career planning class in which she identified her skills and developed goals.

Through it all, Carmen and Rachelle were building strong relationships with each other, with staff, and with others in their community - friends who Carmen can now call on when she needs help. After two years in our program, Carmen and Rachelle are thriving. Rachelle is an active two-year-old with, as her mommy says, "tantrums and all." Carmen is learning English and working part-time at a Mobil station. Her goal is to take accounting classes at Pasadena City College when Rachelle enters kindergarten. Mothers' Club is filled with mothers like Carmen and babies like Rachelle; families who without the care and support they receive here would likely slip through the cracks and be destined for a much more difficult future.

for parents and children.

**We have expanded our Guardians,** those individuals who pledge a minimum of \$1,000 per year towards our operating expenses, from 35 to 70. These generous donors are increasingly important to us in these uncertain economic times. In addition to our individual donors we have expanded the number of foundations supporting Mothers' Club, using our commitment to quality and continuous improvement as evidence that their investment in us is a solid one.

And finally, to get back to the building - **we achieved LEED certification at the Gold level from the U. S. Green Building Council,** and we are the only pre-school facility in California, and one of only a few nationwide, to make this claim. A recent study shows that our photo-voltaic system is contributing between 25% and 33% of our energy needs, an example of how our plan to "go Green" will pay dividends in future years.

Now it's time for another road map to guide us through the very rocky and unknown terrain we will be traveling in coming years. We are confident that we will devise a plan that will be creative, inclusive, and practical - that is the Mothers' Club way. We are deeply grateful to all of you who have taken this journey with us, knowing that with your help, we will arrive at our goals safely.

Sue Kujawa  
*Executive Director*



**Board of Directors (7/07-6/08)**

Judy Amith Asbury, *Chair*  
Renu Bhat-Hansen  
David Paul Blacher  
Marie Campbell  
John Carlton  
Leslie Dennis  
John DeWitt  
Susan Futterman  
Ellen Knell  
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Patricia McLaughlin  
Norah Morley  
Ramon Pack III  
Marsha V. Rood  
Aty Rotter  
John V. Tongish  
Heather Boyle VanMeter

Lori Watson  
George Wiley  
Judith Wilson

**2008 Community Advisors**

Judith Brown, *Chair*  
Carole Babcock  
Christle Balvin  
Joan Cathcart  
Jinny Cobey  
Ann Erdman  
Jean Fleming  
Victor Gordo  
Adelaide Hixon  
Maria Low Way  
Judy McDonald  
Mary Lois Nevins  
Congressman Adam Schiff  
Fran Scoble

**2008 Staff (7/07-6/08)**

Susan Kujawa, *Executive Director*  
Silvana Casalegno, *Parent Program Director*  
Julie Espinoza, *Family Literacy Coordinator*  
Ana Gallegos, *Children's Program Director*  
Sarah E. Orth, *Development Director*  
Martha Spangler, *Office Manager*

**Early Childhood Educators**

Saharai Alvarez  
Maria de la Cruz  
Martha Hernandez  
Monica Montenegro  
Rosalina Reynoso  
Nydia Rivero  
Josefina Rodriguez  
Veronica Soto  
Consuelo S. Vazquez  
Rocio Zarazua

## *C*ommunity Open House Schedule

Please join us at the new  
for a tour and conversations with staff and Board members

One Tuesday per Month from 9:00 AM - 10:00 AM

March 10, 2009  
April 14, 2009  
May 12, 2009  
June 9, 2009  
July 14, 2009

To provide a courtesy RSVP, or for more information,  
please call us at (626) 792-2687 ext. 122.

## *M*other's Day Cards

Each year the mothers in our programs create hand-made Mother's Day cards which can be ordered for your beloved mothers, grandmothers, sisters, and other meaningful mothers in your life.

If you have ordered cards in past years - watch the mail in April for your order form. If you have never ordered before, you can download an order form online at [www.mothersclub.org](http://www.mothersclub.org) - follow the "Mother's Day" link on the homepage.

For information, call  
(626) 792-2687 ext. 122.



Mothers' Club Family Learning Center  
980 N. Fair Oaks Avenue  
Pasadena, CA 91103

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