Transformation through the Learning Community

Management & Leadership Training Conference

2019 | Community Action: A Voice for Change

New Orleans, LA

Tiffney Marley – Director of Practice Transformation

Community Action Partnership – National Office
THE PROMISE OF COMMUNITY ACTION

Community Action changes people’s lives, embodies the spirit of hope, improves communities, and makes America a better place to live.

We care about the entire community, and we are dedicated to helping people help themselves and each other.
AGENDA

• Welcome and Overview
• York County Community Action – Whole Family LCG
• Enrichment Services Program – Whole Family COP
• Wayne Metro Community Action – Integrated Services
• CAP Kern – Integrated Services & Financial Empowerment
• Panel Discussion
• Q & A
WHY?
The nation is finally seeing poverty rates return to levels comparable with those before the great recession. This is improvement; however, more needs to be done to ensure a thriving economic future for EVERYONE.
While the poverty rate in 2016 declined to 12.7%, poverty among many subgroups is unacceptable. For example, in 2016 10.8% of non-Hispanic white children lived in poverty while 30.8% of African American children and 26.6% of Latino children were poor.
As CAA LEADERS, we have long history of moving individuals and communities forward. Still we can and we must do more. We must dismantle, forces that are pulling our communities apart along social and economic lines. We have an opportunity to empower more low-income persons to thrive and become active members of their communities.
TIME FOR CHANGE
THE GOAL

PRACTICE

TRANSFORMATION
York County Community Action

Carter Friend
learning community group

Whole Family Approach
LCG
Whole Client/Patient Approach

Our Elements
- Assessment and Goal Setting
- Coaching
- Service and Resource Alignment
- Centralized Data
- CAA and CHC integration
Community Action Agency

And

Community Health Center
Meet Urgent Needs

And

Increase Self-Sufficiency
Our Goals

- Proof of Concept
- Service and Resource Alignment
- Centralized Data
- CAA and CHC integration
## YCCAC Asset Building Matrix

### Client Name:

### Date Completed:

**Type of Matrix Assessment:**
- [ ] Intake
- [ ] Quarterly Assessment
- [ ] At Completion

### YCCAC Internal Support Areas

<table>
<thead>
<tr>
<th>ASSET AREA</th>
<th>1 IN CRISIS</th>
<th>2 VULNERABLE</th>
<th>3 SAFE</th>
<th>4 STABLE</th>
<th>5 THRIVING</th>
<th>N/A</th>
<th>FAMILY GOAL (X)</th>
<th>YCCAC Program(s)</th>
</tr>
</thead>
</table>
| FOOD              | [ ] No food or means to prepare it. Relies to a significant degree on other sources of free or low-cost food. Suspended from benefits. | [ ] Household is on SNAP or relies on some other type of assistance. | [ ] Can meet basic food needs, but requires occasional assistance. | [ ] Can meet basic food needs without assistance. | [ ] Can choose to purchase any food household desires. | [ ] | [ ] | WIC and:  
  - YC Shelter  
  - Meals on Wheels  
  - SNAP |
| EARLY CARE AND EDUCATION | [ ] Needs child care, but none is available and/or accessible and/or child is not eligible. | [ ] Child care is unreliable or unaffordable. Inadequate supervision is a problem for child care that is available. | [ ] Affordable substitute child care is available, but limited. | [ ] Reliable, affordable child care is available. No need for subsidies. | [ ] Able to select quality child care of choice. | [ ] | [ ] | Children’s Services and:  
  - DHHS  
  - YMCA  
  - Rec. Depts. |
| HEALTH CARE       | [ ] No medical coverage. Untreated and chronic medical and life-threatening conditions with minimal follow-up care. | [ ] No medical coverage and great difficulty accessing medical care when needed. Chronic medical, potentially life-threatening. | [ ] Some members are on MaineCare/Medicare. Chronic illness generally well-managed and attempting to make and keep routine medical/dental appointments. | [ ] All members can get health care when needed but may strain budget. No chronic illness or stable chronic illness and maintaining good preventive medical/dental care. | [ ] All members are covered by affordable, adequate health insurance and have no chronic illness and maintaining proactive preventive care practices. | [ ] | [ ] | Nason Health Insurance Navigators and:  
  - MedAccess  
  - SMHC  
  - MaineMed  
  - Free Care  
  - York Hospital |

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1 Adapted from the CPCC Self-Sufficiency Matrix
Coaching
Service and Resource Alignment
Centralized Data
Robert Wood Johnson Foundation County Health Rankings

CAA and Community Health Center Integration
Challenges/Barriers

Client/Patient Engagement
Challenges/Barriers

Service and Resource Alignment
Shifts in Thinking

Increased Focus On Outcomes
Ah-Ha Moments
Successes & Outcomes

Short Term, Long Term
Inspiration

CAAs as Change Agents
Impacts

Communities Thrive
Next Steps

• Refine and Expand Pilot
• Centralized Data
Reminder:
Have a Sense of urgency!
COMMUNITY ACTION PARTNERSHIP

THE LEARNING COMMUNITY
Building Capacity to Increase Impact

Enrichment Services Program, Inc.
A Community Action Agency

Jamie Austin, Director of Community Services
learning community group

Whole Family Approach
Community of Practice
Head Start Parent Employment Training

- Customized training program
- Community partnerships
- Designed around Head Start hours
- Addressing parent’s barriers
- Paid internship
- Ongoing support
Partnerships
• Leadership focus on integration of services
• Eliminate silos
• Bundling services to improve outcomes LCG 2015 - 2017
Design services/programs around family needs to help make them stronger
Listen!
Brainstorm!
Recruit!
- Transportation
- Support system
- Self confidence
Training for program leaders and case management staff on Family-Centered Coaching and Trauma Informed Care
Ah-ha moment!

We had everything we needed to get started!
What changed?

- Engagement – staff & customers
- Positive communication
- Relationships
Success!
Success!
Create your own opportunities
H O P E
Next Steps

• Continued round table discussions
• Explore a “whole family” Head Start Center
• Second cohort of students
SUCCESS isn't just about what you accomplish in your life, it's about what you inspire others to do.
Wayne Metropolitan Community Action Agency

Mia Harnos
learning community group

Integrated Services to Improve Impact
Plans to Stay Pilot
Purpose: Prevent foreclosure for Detroit owner-occupant residents who have defaulted on their property tax payment plan with the Wayne County Treasurer.
Pilot Process

Outreach (April to September 2018)
- Initial outreach - client orientation session (April 28)
- Ongoing follow up to schedule client appointments

Pilot (May to September 2018)
- Provide 1:1 financial counseling/coaching
- Connect with City and WCT on client-specific issues and potential next steps
- Periodic check-in with CFE, City, WCT team

Findings (October to November 2018)
- Conduct focus groups with clients
- Submit final report on findings
- Participate in an in-person meeting on the findings
Empower Detroit owner-occupant residents who have defaulted on their property tax payment plan to maximize their own potential to improve their long-term financial situation.
Detroit has the fewest occupied homes heading to its tax auction since before the Great Recession, officials say.

This year, about 700 owner occupied homes in Detroit are at-risk, a decline from a high of more than 6,400 in 2015, Wayne County Treasurer Eric Sabree said at a Friday press conference, highlighting the city’s outreach efforts to residents.

"These efforts have worked," Sabree said. "We knocked on over 5,200 doors since March."

The foreclosure crisis has had a deep effect on Detroit, which remains the nation’s poorest big city and flipped from majority homeowner to 54 percent renter. The percentage of African-Americans who own their own homes dropped in Michigan more than any other state, down to 40 percent from just over half in 2000.
Goal: Support clients to assess their housing options and improve their financial situation.

5 organizations. 6,400 residents.

- Total clients: 283
- Number of sessions: 675
- Families avoided foreclosure: 267
- Entered into ROR program: 52
Outreach

Mixed views on the outreach event

- Helpful to see the City and County present to set tone
- Good opportunity to meet with the nonprofits and make a follow-up appointment
- Space was not ideal for meeting with people (too small/crowded)
- For those that did not attend:
  - Uncertainty about the value of attending the event or how it would help keep them in their home

Messages should come from a credible source, and be clear about the assistance being provided

- Should clearly state that this is about saving your home
- Mixed thoughts on featuring the City and County in the materials/messages
  - Perception that it is just about collecting the money
  - Presence of logos helped add credibility to the nonprofit reaching out, the service being offered, and a counter to scams
- People need to see success stories from people in the same situations

Effective outreach involved multiple approaches and extensive follow up

- Partners conducted a series of outreach activities, not just one approach, which reinforced message
- Outreach to this group is time consuming – and records are often outdated
- Clients appreciated personal outreach – phone calls, door knocking
- Word of mouth is important
Financial Coaching/Counseling

Initial Pilot Idea

Offer financial counseling/coaching

Layer in wrap-around services

Pilot Findings

Manage the crisis moment: stay in the home

Wrap-around services allow for support on basic needs

Clients more receptive to financial counseling/coaching

Clients seek periodic follow up
Pilot Findings

Financial counseling/coaching needs to be in service of larger goal
- Clients needed to know how the financial counseling/coaching will help them save their home now
- Then, they are receptive to broader financial counseling/coaching as a way to maintain their home and avoid foreclosure

Non-judgmental support resonates
- One-on-one attention is key and people appreciate having someone they can trust and who can hold them accountable
- Having an advocate who can guide them through overwhelming processes that are not easily understood is also critical
- Budgeting is very important since it takes into account a person’s limited resources, helps with realistic payment plan

Important for financial counseling/coaching to address client realities
- Situational realities (e.g., low or no wages) mean clients are looking for practical financial management strategies that take their limited resources into account
- Budgeting is crucial
- Looking at wraparound services (e.g., utility and heat assistance) to free up money for paying property tax
- Prioritizing savings to help make payments
Pilot Barriers

- Accessing services impacted by lack of transportation
- Lack of awareness about the different programs offered by the City and County
- Challenge filling out the detailed forms and understanding how to manage the process
- Payments based on the debt, not a person’s income
- Financial counseling as a standalone service
Putting Humans First

WHO IS CIVILLA?
Tech-Town based design firm that re-designed MDHHS Application. Working with Flint MDHHS to streamline benefit application, eligibility, & enrollment

WAYNE METRO’S WORK WITH CIVILLA:
Partner on a WRAP Detroit research project to generate user insights and measure the effects of simplifying and scaling a digital application & enrollment process
- Philanthropic funding will support three phases of work: research, design and product development, and pilot.
- Will span multiple iterations of the technology development and will focus on measuring benefits for both clients and agencies.
Human Focus

- **EXPERIMENT #1** - Complete digital application, upload photo ID, wrap around service referral - **COMPLETED**

- **EXPERIMENT #2** - Complete digital application, submit photos of all documentation, determine eligibility virtually - **COMPLETED**

- **EXPERIMENT #3** - Pursue an application design & process that is simple, scalable, and efficient - **NOT STARTED**

70% have 1 or more disabled person in the household
COLLECTIVE MOBILITY STRATEGIES

National Perspective Panel

DAVID BRADLEY
CEO, National Community Action Foundation

DENISE HARLOW
CEO, National Community Action Partnership

DEBBIE DINGELL
Congresswoman 12th District
COLLECTIVE MOBILITY STRATEGIES

Local Perspective Panel

RASHIDA TLAIB
Detroit Congresswoman
13th District

MIKE BRENNAN
CEO, Civilla

GARY BROWN
Director, Detroit Water and Sewerage Department
I am so grateful to Wayne Metro. They really helped me out when I had nowhere to turn.
Going from Good to Great....

- 55% Growth Rate
- $40M Budget
- 400 Staff
- 8% Admin Rate
Oh the Possibilities....

- Detroit Cities for Financial Empowerment
- Advancing Cities & JPMC Service Corps
- Detroit Residents' First Funders Collaborative
- Kresge Detroit NextGen
- NeighborHUB, CSBG-D, Innovation Fund, Ralph Wilson, Walmart
- Water, Energy, Homeless, Weatherization
- Detroit Head Start:
  - Serving pregnant women and young children though Detroit’s Health Department
  - Stabilizing housing quality and serving Detroit’s homeless population with the Department of Housing and Revitalization and our Land Bank
  - Providing safe housing for victims of crime in partnership Ceasefire an initiative of the Detroit Police Department
  - Building Detroit’s Cities for Financial Empowerment with the Department of Neighborhoods
  - Providing water assistance and home conservation services with the Department of...
Wayne Metro CAA- Integrated Services LCG

Exhibit C: Ideal Customer Journey Map: CFE Property Tax Payment Plan

<table>
<thead>
<tr>
<th>Stage of Accessing Services</th>
<th>Outreach</th>
<th>Community Outreach Day/Intake and Enrollment</th>
<th>1st Financial Counseling</th>
<th>Resource Day 2nd Financial Counseling</th>
<th>Subsequent Monthly Follow-Up for 4 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Customer Experience (what process do they go through in each stage?)</td>
<td>Receive flyer about preventing foreclosure. Revise location/dates of Plan to attend.</td>
<td>Meet with Treasurer: foreclosure postponed. Meet with Financial Counselor: received information on property &amp; payment plan debts, complete intake, prepare a budget, and receive informational package &amp; 1st appointment.</td>
<td>Talk with Financial Counselor. Discuss roles and budget. Set achievable goal, break it into small steps. Identify resources. Know financial wellness, how to advocate with Treasurer, and steps to re-enroll in payment plan.</td>
<td>Apply and enroll on supportive services. Talk with Financial Counselor. Review budget. Enroll in Match Savings. Identify additional resources to lower expenses and solve cash flow deficit. Re-enroll in payment plan.</td>
<td>Talk with Financial Counselor. Check financial wellness, discuss progress toward achieving goals, accountable for own success, identify and access additional resources. Make regular payments.</td>
</tr>
<tr>
<td>Touch Points (type of contact)</td>
<td>Flyer</td>
<td>Property Taxes Payment Plan Information Day. 1-on-1 face to face to up to 30 minutes.</td>
<td>1-on-1 face to face up to 1 hour within 1 week.</td>
<td>Resource Day, 1-on-1 face to face up to 15 minutes within a month from 1st apt.</td>
<td>1-on-1 face to face, phone, or text up to 30 minutes per month.</td>
</tr>
<tr>
<td>Customer Feelings</td>
<td>??</td>
<td>Relieve</td>
<td>Feeling better!</td>
<td>I can do it!</td>
<td>I am in control!</td>
</tr>
<tr>
<td>Customer Quotes</td>
<td>Anxious, worried, desperate, frustrated, stressed, confused, skeptical, hopeful</td>
<td>Relieve, hopeful, excited, self-aware, engage in problem solving;</td>
<td>Relieve, happy, new perspective; knowledgeable, hopeful, envision success;</td>
<td>Drives relationship w/F/C; identified goals; self-aware; envision success; engage in solutions</td>
<td>Take action steps; engage in forward actions; follow up on actions; communicate</td>
</tr>
<tr>
<td>How do you know this? (source)</td>
<td>Client feedback, convenient appointment</td>
<td>Client feedback, 100% showed up x apt.</td>
<td>Client Feedback, 100% showed up x apt.</td>
<td>Client Feedback, 100% showed up x apt.</td>
<td>Client Feedback, 100% responded</td>
</tr>
<tr>
<td>Opportunities for Improvement</td>
<td>Postcards, calls, texts, emails</td>
<td>Bring resources. Offer at multiple locations</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Learning Communities Resource Center – Community Action Partnership 2018
OUTCOMES
1. 250 Detroit residents were contacted 2-3 times
2. 43 Detroit residents enrolled in the CFE Pilot. Two withdraw before their 1st session.
3. Of the 41 active participants, 37 (90%) participated in 5 coaching sessions for a total of 195 sessions.
4. 32 (78%) participants were successful and reenrolled in IRSPA while saving $11,475 within 5 months.
5. These participants paid the Wayne County Treasurer Office a total of $26,475 including their savings and match reducing their overall property tax debts.

Financial Wellbeing:
1. Before, 2% feel that they could handle a mayor unexpected expense. Now, 13% feel that they can handle it, 11% increase on feeling of wellbeing.
2. Before, 64% fell that often were behind their bills. Now, only 30% fell behind their bills, 34% decrease on feeling behind on bills.

“I was with the City program at Cobo Hall (Show Cause Hearing) .... The payment amount always changed. It knocked me out every time. This is the first time that a person offered that I could postpone foreclosure if I agreed to work on my own. I agreed to work with the counselor and the doors to all kinds of services opened to me.”

“Word of mouth works around here. If you’re doing something to help me, then I am going to go to the next person and tell them that they need to you guys a call. Word of mouth carries a lot in Detroit.”
Community Action Partnership of Kern

Pritika Ram, Director of Administration
Sheila Shegos, Outreach and Grant Administrator
learning community group

Integrated Services to Improve Impact
Why did we join the Learning Community?

Lack of coordination & integration among programs

To respond to the ever-changing non-profit environment based on outcomes & data-driven information

Integrated Services
Meeting People At Their Point of Need

**Individual programs “own system”**

- Varying eligibility/intake processes
- Program & reporting requirements

**2-1-1 Call Center**

- Referral to all programs, inside & outside agency
- Not intentionally directed to 2-1-1
- Lack of proper referral & follow-up/impacts outcomes

**Data collection & reporting**

- Duplication in counts
- Lack of standardization in tracking of demographics
Meeting People At Their Point of Need

Clients would call into one recognized phone number, 2-1-1, and would go through a brief but enlightening client intake form that will serve multiple purposes:

- Create an individual profile of the client & family members
- Identify eligibility of all CAPK programs
- Link the client to immediate resource/offer other services they may be eligible for, or interested in.
- Create an electronic referral to program specific staff members (referral or eligibility workers).
- Follow-up with the programs to track outcome of referral(s).
- Report out the data, focusing on reporting and performance metrics and frequency.
- Centralized or disseminated among programs
- Information shared at program, directors, Board of Directors, and stakeholders.
What are our goals?

- With the assistance of subject matter experts and software vendor(s), create an integrated system among software systems used within the agency to include programs, human resources, and finance.

- Track and monitor all clients of the Agency, despite which program services they use.

- Increase accessibility for clients and service providers for services.

- Standardized aggregate reporting and assess programs based on data.

- Report to current and potential funders, stakeholders, and the Board of Directors on the agency’s performance holistically – and potentially change the model of service delivery to respond to the needs of the community.

- Create a centralized client intake process to allow for the collection of standardized information for each client, despite the program, and create linkages to services for the client.
Evaluate current platforms used by all programs and processes to determine current gaps and program needs.
Identify roadmap and vision to consolidate and streamline technology landscape.
Review software vendors that meet our needs, immediate and future, and begin phased implementation process.
Challenges and Barriers

- Cost of program software & integration tools
- Leadership & program buy-in & ongoing support
- Lack of cooperation from software vendors for integration (i.e. WIC, Head Start)
- Timeliness
Ah-Ha Moment

- ASK/Project too large
  - Integrated System
  - Single Point of Entry
  - Community Information Exchange
- Timeline under or overstated
- Understanding the cost
- Phased scope of work
Rethink the proposal

Kept the goals, but revised the approach

- SMART – measurable outcomes
- Decide agency direction based on assessment.
- Decide information required for centralized intake, including CSBG and other funder priorities.
- Develop budget and identify how program funding (allowable) will be allocated.
Learning Community Group

Financial Empowerment for Families
CAPK Financial Empowerment Integration Project

Integrating a unified strategy to provide Financial Empowerment across CAPK’s programs can be an essential element to lift families out of poverty.
Financial Empowerment is a path out of poverty: Financial skills, knowledge, and access to resources builds economic stability.
Financial Empowerment
Current Client Journey Map

Hear:
- Outside agency referral
- Inside agency referral
- CAPK 211 Kern
- Social media
- Flyers
- Posters
- Community events
- Word of mouth
- Building signs

Enrollment:
- Call program/makes appointment
- Walk-in
- Some programs do intake/enrollment on first contact, others make an appointment.

Participation in Financial Empowerment:

Three of CAPK’s 10 programs, have an identifiable client journey to access financial empowerment-EKFRC, Youth Centers, and VITA.

The purpose of CAPK’s Learning Community project is to integrate financial empowerment activities/services into all CAPK programs.
Financial Empowerment Ideal Client Journey Map

East Kern Family Resource Center (EKFRC) Financial Empowerment for Families Program (Stand Alone)

**Enrollment:** Calls or walks-in to the EKFRC and schedules a one-on-one appointment with a case manager in the office to complete enrollment paperwork and schedule home visits for FE Your Money Your Goals (YMYG) services.

**Participation:** First home visit: completes YMYG assessment and develops a service plan.

Case management at least one time per month until the YMYG plan is complete.

CAPK Youth Centers PREP Works Program (Integrated)

**Enrollment:** Attends Orientation meeting for youths and parents at the schools; parents receive enrollment paperwork; youth brings paperwork to first session

**Participation:** FE integrated into PREP Works Program, receives 4 sessions of financial education presented by volunteers from financial institutions

Receives $1 to $1 savings match to encourage savings.

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In the ideal journey, families have access to financial empowerment activities/services throughout CAPK’s 10 programs, either as a stand-alone program or woven into the services they already receive.
Financial Empowerment Goals

**Broad Goal:** Increase access to Financial Empowerment services

**Outcome:** CAPK clients/families are financially stable
SURVEY
2
ACTION PLAN
3

PROGRAM STAFF TRAINING
ROLL OUT TO CLIENTS/FAMILIES
Program Silos

Leadership and program buy-in and ongoing support

Implementation
Ah-Ha Moment

- When we started we didn’t know what’s happening across our programs—Financial Empowerment

This Photo by Unknown Author is licensed under CC BY-SA-NC
Rethink the Proposal

2019 Your Money Your Goals Cohort
Consumer Financial Protection Bureau

- Involve program staff and leadership in process
- Toolkits and Materials
- Training and Technical Assistance
THANK YOU presenters!
Panel Discussion

York County Community Action  |  Enrichment Services Program
Wayne Metro Community Action  |  CAP Kern
Community Economic Development: Social Enterprise -
Realize the potential of operating a social enterprise, both for meeting community needs for jobs and services and for generating flexible income for your CAA. Learn about the wide variety of social enterprises that CAAs have successfully implemented across the country to adapt to your enterprise.

Health Intersections - Exploring the connections within the health sphere to address the social determinants of health.

Results at the Community Level: Collective Impact -
Understanding what community level needs, outcomes, and strategies are and how to observe and document change at the community level.
Implementing Innovative Practices - This advanced level group will provide participants implementation technical assistance and peer learning and sharing opportunities focused on collective impact, financial empowerment, racial equity, and family centered coaching. Program outcome data will also be collected during key milestones throughout the year to inform needed adaptations to selected approaches for the field.

Participants of this group must have participated in an intensive Learning Community cohort within the last two years. A completed project Goal Plan/Logic Model is also required in order to participate this group.
Interested agencies should apply online at:

https://moodle.communityactionpartnership.com

APPLICATIONS DUE: January 25, 2019
Components include:

• Agency Overview

• Statement of Interest in Learning Community

• Agency’s experience, current engagement and available resources related to the selected LCG focus area

• Agency Learning Goals related to the selected LCG focus area

• Agency data tracking plan related to the LCG focus area
HOW TO APPLY

Interested agencies should apply through the online Community Action Academy no later than January 25, 2018.

1. Create a new (free) account at https://moodle.communityactionpartnership.com
   a. You should receive a confirmation email within minutes

2. Login and click “Learning Communities” under Course Categories on the right on your browser

3. Scroll down and select Learning Community Application

4. Click Application for 2019 Intensive Learning Community Groups

5. Select Self enrollment (Student), then click Enroll.

This will give you access to the Learning Community Application package and all of its components. You will need to read the application package, complete the survey monkey application, and if participating in an intensive LCG or COP, submit the appropriate letter of commitment to the corresponding assignment portal.

Email ckoehler@communityactionpartnership.com with any difficulties or questions.
QUESTIONS
JOIN US!
For more information or questions contact The Learning Communities Resource Center Team:

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