Practice Transformation Through The Learning Community

2019 Community Action Partnership Annual Convention
August 29, 2019

National Community Action Partnership

Jeannie Chaffin
Community Action Economic Mobility Initiative Consultant

Hyacinth McKinley, MA, NCRT
Senior Associate, Learning & Dissemination
Agenda

• Learning Communities Resource Center Overview
• Why A Whole Family Approach?
• Lessons From the Field
  – Peer Presentations
  – Panel Discussion
Learning Community Overview

Hyacinth McKinley, MA
Senior Associate, Learning & Dissemination
Number and Percentage of Children in Low Income and Poor Families, 2016

30 Million (41%) of Children under 18 are Low Income (Below 200% FPL)

Figure 1: Children by family income, 2016

Percentages may not add up to 100 due to rounding.

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low income</td>
<td>33,216,701</td>
<td>29,842,412</td>
</tr>
<tr>
<td>Poor</td>
<td>16,810,053</td>
<td>14,047,290</td>
</tr>
<tr>
<td>Deep Poverty</td>
<td>8,139,897</td>
<td>6,193,661</td>
</tr>
</tbody>
</table>

Basic Facts about Low-Income Children: Children under 18 Years, 2016
Heather Koball | Yang Jiang, NCCP Fact Sheet, January 2018
Why We Do The Work

Community Action believes in the promise that every family should have an opportunity for success.
Purpose: The purpose of the LCRC is to analyze Community Action outcomes and identify effective, promising, and innovative practice models that alleviate the causes and conditions of poverty.

BUILD CAA CAPACITY TO FIGHT POVERTY!
Big Goals

Practice Transformation

Changed Lives

Thriving Communities
Learning Community Philosophy

• Peer-to-Peer Approach to Learning
  – Peer-Centered—Peer-Engaged
  – Empowering participants to function as “Experts”

• Outcome-Focused
  – Participating agencies will improve outcomes and show how programs and activities are linked to those outcomes.
  – Goal/Work plan Development will be central to the Group’s Activities
  – Plan for regular engagement and check-in with the Goal Plans throughout the Project
2019 Learning Community Focus Areas

- Community Economic Development: Social Enterprise
- Health Intersections
- Implementing Innovative Practices
- Results at the Community Level: Collective Impact
- Whole Family Approach Community of Practice
Intensive Learning Community Groups

Community Economic Development: Social Enterprise

Health Intersections

Implementing Innovative Practices

Results at the Community Level: Collective Impact
The Process

- Formation
- Knowledge
- Implementation
- Building
- Practice
- Transformation
Why A Whole Family Approach?

Jeannie Chaffin
Community Action Economic Mobility Initiative Consultant
A 2Gen Approach Meets the Needs of Children and Parents *Together*
Ascend 2Gen Continuum

- **Child-Focused**
  - Child-Focused with Parent Elements
    - e.g., early childhood development, parenting skills, family literacy, and health screenings

- **Whole Family**

- **Parent-Focused with Child Elements**
  - e.g., child care, workforce programs, food and nutrition, and supports for student parents

- **Parent-Focused**
Aspen Ascend Theory of Change

TWO-GENERATION THEORY OF CHANGE

This graphic illustrates, in very broad terms, the 2Gen theory of change: a family forms and together all members draw on education, economic supports, social capital, and health and well-being. When this occurs, current and successive generations enjoy economic security and stability.
Aspen Ascend Theory of Change

**Social Capital**
- peer and family networks
- coaching
- cohort strategies

**Early Childhood Education**
- Head Start
- Early Head Start
- child care partnerships
- preK
- home visiting

**Postsecondary & Employment Pathways**
- community college
- training and certification
- workforce partnerships

**Health & Well-being**
- mental, physical, and behavioral health coverage and access to care
- adverse childhood experiences
- toxic stress

**Economic Assets**
- asset building
- housing and public supports
- financial capacity
- transportation
2Gen Approach Characteristics

• Family goals shared across programs
• Goals include outcomes for children, parents and the family as a whole
• Alignment of a suite of services for families that respond to their unique needs across a number of domains
• Easier access to services
• High quality, intensive, intentional parent and child services at the same time
Whole Family Approach Community of Practice

Ten CAAs selected for intensive support

– Coaching and Peer Learning
– Community Action Data Interoperability Project (CADIO): CAA technical assistance with using multiple data systems to track and analyze, parent, child, and family outcomes

Funded by The Annie E. Casey Foundation
National Community Action Learning Community
Theory of Change

When services are integrated to meet the needs of parents and children together, efficiency is improved and outcomes are enhanced for parents, children, and families.

ANTICIPATED RESULTS

- CAAs will realign and restructure of programs and systems to enhance outcomes for children and parents;

- CAAs will use new tools to integrate parent and child data to measure progress for intended whole family outcomes; and

- CAAs will catalyze cross-sector community efforts to improve opportunities and supports for children and parents, including developing new partnerships and aligning support strategies.
Whole Family Approach

Building Blocks

Securing Funding and Other Resources

Building and Using Leadership

Attending to Organizational Culture and Systems

Aligning High Quality, Intentional, Intensive Services to Parents & Children

Understanding System, and Policy Change That Supports Parents and Children

Parent and Child Service Integration

Engaging Family Voices

Designing and Implementing with an Equity Lens

Internal & External Aspects
Examples from the Field

Dana Patsie
Mahube-Otwa Community Action

Mia Harnos
Wayne Metro Community Action Program

Clarissa Thompson
Mid-Iowa Community Action Program
Mid-Iowa Community Action, Inc.
Marshalltown, Iowa

Clarissa Thompson
Executive Director
Rural IMPACT
Our Community

• Marshalltown, Iowa is a community of 27,884
• One of the highest Free and Reduced lunch rates in the state
• The Marshalltown Community School District (MCSD) is a “majority minority” district within which children speak 52 languages.
• Third grade reading proficiency 64.1% (348 students)
• July 19, 2018 F3 tornado
Rural IMPACT Goals and Vision

What we want to strengthen:
1. Integration of resources through a more comprehensive approach.
2. Stronger career pathway for adults, including low-wage earning families.
Service Integration/2Gen Philosophy

- Increase time and intensity of services
- Build on and realign existing services, FADS, Head Start, 3rd Grade Reading...
- Work with partners (Schools)
- Blend and braid funding (AmeriCorps, new funding...)
- Resiliency - stay on the path over time
Service Integration
Spread the Words Read by Third (RB3!)

Funding from Federal Department of Education:
Full-Service Community School Grant
Success!

- What’s next
- Advice for others on the journey

Success Story: Matt Haynie

Matt Haynie is a single father of three children and a U.S. veteran. He began receiving Family Development and Self-Sufficiency (FaDSS) services in July 2016. At that time, he was enrolled at Simpson College and working part-time at Hy-Vee.

Matt went through a rough patch and had a difficult time making ends meet. The FaDSS program helped him find resources available in the community so he could stabilize financially. These included energy assistance, emergency food, and other financial resources. Most importantly, the FaDSS specialist worked with Matt on his goals.

Matt’s ultimate goal was to enter law school. In late 2018, he graduated from college and began immediately working for a security firm full-time. He applied to and was accepted to law school with a scholarship. He was also offered a transfer into a different office for the security firm, along with a promotion to a supervisory role.

Matt has worked very hard to achieve his goals.
COMMUNITY ACTION PARTNERSHIP

THE LEARNING COMMUNITY

Building Capacity to Increase Impact

MAHUBE-OTWA

Detroit Lakes, MN

Dana Patsie, Child Care Aware Director, CCAP

Whole Family Approach: Community of Practice
MOVING WHOLE FAMILIES TOWARDS 200% FPG

Whole Family Outcomes!
WHOLE FAMILY: A NEW CULTURE

WHY
• Family Voice
• Board Commitment
• Skilled Staff
• Better Outcomes
• WHY NOT…

RESULTS
• Curiosity-Wonderment
• Abundance vs. Scarcity
• Energy
• Hope
• Celebrations
MAHUBE-OTWA
WHOLE FAMILY BUILDING
BLOCKS

- Equity
- Policy change
- Family voice
- Compliance through systems, not people
- Staff work across programs
- Align high quality services across generations
  - Early Childhood
  - Health & Wellbeing
  - Social Capital
  - Post-Secondary & Employment Pathways
EQ UITY

• Monthly Board Discussion items / book group on diversity

• All staff encouraged to take Harvard’s Implicit Bias Test / Intentional Reflection

• Intercultural Development Inventory Qualified Administrator / Staff IDI Plans

• Diversity/Equity/Inclusion Committee - Friday Film Fests & Discussion on aspects of inclusion
POLICY CHANGE

• Formed Public Policy Committee

• Chair the MinnCAP statewide legislative committee

• Urban Institute Study with families on low-wage employment barriers

• Family participation at Days on the Hill in St Paul and DC
FAMILY VOICE

• Journey-Mapping with Head Start and Housing families

• Utilizing shared governance training differently to better include family experiences

• Addressing organizational culture to be less top-down so staff closest to families are empowered to make change
COMPLIANCE THROUGH SYSTEMS, NOT PEOPLE

• Created new positions:
  • Director of Administration
  • Data Analyst
  • Head Start Systems Manager

• In process:
  • Universal Intake
  • Collect information once, use it many times
STAFF WORK ACROSS PROGRAMS

• Changed seating arrangements for some staff for better coordination

• Developing cross-training for Housing and Head Start Staff
ACCOUNT FOR OUTCOMES

• Board’s Strategic Plan and Goal

• Using data to inform decisions
EARLY CHILDHOOD & HEALTH AND WELL BEING

- Created new position: Child Care Collaboratives Manager
- Worked with school district to perform home visits.
- Efforts to reduce staff stress
- Increased emphasis on ACEs
SOCIAL CAPITAL

- Perham Navigator Pilot pairs families with community members for social connections

- Strategic goal of reducing stigma
POST-SECONDARY & EMPLOYMENT

• Employability Initiative works with parents on stackable credential career pathways

• New position: Employability Manager

• DEED Grant-Paid Apprenticeship
MOTIVATION: MOVE BEYOND CRISIS MANAGEMENT

Generative Mindset of Abundance
GOAL: MOVING WHOLE FAMILIES
Towards 200% Federal Poverty Guideline
KEY CHALLENGES

TIME
SHIFT IN THINKING

• Identifying organizational values

• Board setting strategic direction

• Change in org philosophy from highly regulative towards generative

• Increased emphasis on building inter-cultural awareness

• Increased emphasis on focusing on strengths of staff and families
AH-HA MOMENTS

• Slow and Steady Approach

• Learn from others/use existing tools

• Staffing changes aligned with a shift in thinking
OUTCOMES

- Momentum
- Funding to Reduce Caseloads
- $30,000 Incentives Grant
- $35,000 Agency-wide staff trainings – 27 hours
- $10,000 Whole Family Training Grant
- $50,000 MN DEED – Paid Apprenticeships
WHOLE FAMILY TEAM
(WEEKLY 30 MIN CHECK-IN MEETINGS)

• Alice Meyer, Family Service Worker
• Angie Kent, Office Manager
• Chandler Esslinger, Family Health Coordinator
• Dana Patsie, Child Care Aware Director
• Jamie Stollenwerk, Employment Caseworker
• Jen Soule, Early Childhood Services Manager
• Jenny Hagen, Data Analyst
• Liz Kuoppala, Executive Director
• Marcia Otte, Family Development Director
• Michelle Wilkowski, Head Start Director
• Sue Leopold, Head Start Home Base Teacher
What are our next steps?

• Continued cross-training for front line staff

• Reduce caseloads

• Build a coaching the coach network
ENERGY
CURIOSITY
WONDERMENT
HOPE
CELEBRATION

MAHUBE-OTWA Team of Hope Builders
CONTACT INFO

MAHUBE-OTWA Community Action Partnership
www.mahube.org
Facebook: /mahubeotwa

Dana Patsie, Child Care Aware Director
dpatsie@mahube.org
Serving Detroit + Wayne County, Michigan
Mia Harnos, Chief Development & Communications Officer
Implementing Innovative Practices
Making Every Journey Better
Designing what “ought” to be

Karen’s journey, a single mother seeking a single service spans 12 weeks and told us a very compelling story. Karen and her children are survivors of domestic violence and struggle each day to make ends meet.

By mapping her journey to receive a single service, we learned the family relies on public transportation and a one hour intake appointment means losing an entire day’s pay. We discovered we just one of many organizations Karen is navigating within a very complex “helping” system to meet her family’s needs.

Karen’s journey is just one if 50,000 we impact each year. We can make every journey better!
The struggle is **REAL** ...

...and we are one of many they are navigating.
The Ideal Journey

Shift our internal culture to one that serves whole families and accelerates social economic mobility.
Human Services program selects five organizations for Detroit Next Generation initiative

Detroit is first place-based NextGen city

February 4, 2019
HUMAN SERVICES

Five organizations working to improve social and economic mobility for children and families in Detroit have been selected by the Kresge Foundation’s Human Services Program to participate in its Detroit Next Generation initiative.

“The Value Curve is a lens – a way of looking at what we do from the point of view of our customers – and its four levels represent ways of engaging consumers and their communities that result in greater impact as organizations move up the Value Curve.”
Wayne Metropolitan Community Action Agency

Join us on the Pathway to Empowerment.

MISSION
Guided by our belief that no one should live in poverty, Wayne Metro empowers people and communities to be strong, healthy, and thriving.

VISION
Through our work to diminish poverty, we envision communities where all people have hope and opportunities to realize their full potential.

STRATEGIC RESULT
Deliver a collective impact to create social and economic mobility for people and communities through advocacy, resources, and collaborations.

FAMILY STABILITY
- Basic Needs
- Supportive Housing
- Healthy Communities
- Early Childhood Services

QUALITY HOUSING
- Out-Of-School Programs
- Adult Education

ECONOMIC OPPORTUNITIES
- Community Development
- Financial Capabilities
- Career Readiness

Quality Services
- Ensure Client Access To Services & Resources
- Drive Integrated Service Delivery
- Promote Client Engagement & Satisfaction

Capacity Building
- Ensure Financial Health & Viability
- Equip Staff with Skills & Tools
- Leverage Partnerships & Volunteers
- Improve Technology Usage

Operational Excellence
- Ensure Data-driven Decision Making
- Create Efficiencies in Internal Processes
- Improve Communication Systems

STRATEGIC FOCUS
Integration:

- Break down funder-driven silos
- Insist on cross-functional team building & decision-making
- Build up staff capacity and align competencies
- Embrace a no wrong door philosophy
- Build momentum and strategic alliances
- Let the client drive

Please circle up to 3 that most appeals to YOU.
Gen Strategies

- Family-centered coaching and whole-family approaches
- Trauma-informed practices
- Racial equity focus and intentionality to include all people
- Embrace and leverage technology whenever possible
- Increase the value of human connections in human services
Collective Impact

- Align on common goals
- Empower staff to design a better way
- Build your circle of influence and plant seeds every where you go
- Deliver multiple programs at one time
- Standardize data collection and performance measures
- Adopt a common language and communication strategy
- Make time to reflect and honor the work
America's 11 poorest cities

1. Detroit, Michigan

ISTOCKPHOTO:

- Percentage of incomes under $25,000: 48%
- Percentage of population with bachelor's degree: 12.7%
- Percentage of incomes over $150,000: 1.9% (#34)
- Total population: 706,663

Why Has Detroit Continued To Decline?

Scott Bayer  Contributor  Policy

The Detroit News

Detroiters’ income rises for second year but poverty rate doesn’t improve

Christine MacDonald and Jennifer Chambers, The Detroit News

Detroiters’ incomes rose in 2017 for a second straight year, what experts called a positive sign of economic gains for the state’s largest city.

But residents living in poverty didn’t appear to benefit, and Detroit remained the nation’s poorest big city last year, according to U.S. Census American Community Survey estimates released Thursday.

Detroit’s median household income was $30,044 in 2017, a 5.9 percent hike from the previous year. Last year’s increase was 7.6 percent, the first significant increase recorded by the U.S. Census Bureau in the city since the 2000 census.

Census: Detroit Income Rises, Poverty Rate Doesn't Improve

U.S. Census Bureau figures show Detroit's poverty rate hasn't improved much, despite a second year of rising incomes.

Sep 13, 2018, 2:13 PM

DETROIT (AP) — Detroit’s poverty rate didn’t improve much in 2017, despite the city seeing a second consecutive year of rising incomes, according to U.S. Census Bureau figures.

The city’s median household income was $31,300 last year, a nearly 6 percent increase from 2016, according to the bureau’s American Community Survey. The nearly 6 percent increase in 2016 from the previous year was the first significant increase the bureau recorded.
Shifting our order of priority:

1. Children & Families
2. Practitioners & Staff
3. Organization
4. Funder
"Text reminders reduced no-show rate by 90%"

-CEO Louis Piszer, 2017 Annual Meeting

Coherence builds momentum

- **Preschool**
- **Water Assistance**
- **Utility Assistance**
- **Food Assistance**
- **Child Care**

**ONE-AT-A-TIME**

Even when clients are likely eligible for multiple programs, DSS are typically only able to enroll them in just one program per visit.

**PROVE IT**

Our safety net doesn’t trust what people say when they ask for help, only the evidence they can provide. DSS are asked to be helpers and enforcers in the same moment.
Question: What has changed?

Answer: Everything.
What success looks like:

FINANCIAL EMPOWERMENT CENTER (FEC)

STAFF

Partners

CONTACTS

The neighborhoods Website
Marrying CNA & Strategic Planning
Wayne Metro was selected as the nonprofit partner to bring the Cities for Financial Empowerment model to Detroit. Chief Development & Communications Officer Mia Harnos says that the nonprofit’s role will be to “support the stand up of financial empowerment centers that help residents not only manage their day-to-day finances but also withstand unexpected cash flow and emergency situations and realize their short and long-term dreams.”
Panel Discussion
Questions?
The Annie E. Casey Foundation awarded a grant of $250,000 to the Community Action Partnership (Partnership) to design and implement the Community Action Economic Mobility Initiative. Through this funding, the Partnership is offering CAAs a multi-tiered system of support that builds their capacity to pursue a new approach to help families achieve mobility from poverty.

This multi-tiered system has been designed to coordinate with the US Department of Health and Human Services (HHS), Office of Community Services, Community Services Block Grant Learning Communities Resource Center. Through the Community Action Economic Mobility Initiative,
Design Plan

• Support for completing components necessary to design a whole family approach
• Establish clear vision and results
• Identify internal and external partners
• Plan and implement activities to engage customer voice
• Develop information for theory of change and logic model
2Gen Approach Resources

Aspen Ascend

- Making Tomorrow Better Together
- 2Gen Outcomes Bank
- 2Gen Toolbox
- 101 Trying on a 2Gen Approach
- 201 2Gen Action Plan
- 301 Community Guide to 2Gen Approaches
2Gen Approach Resources

Administration for Children and Families,
Office of Planning, Research & Evaluation

- Conceptual Frameworks for Intentional Approaches to Improving Economic Security and Child Well-being
- Features of Programs Designed to Help Families Achieve Economic Security and Promote Child Well-being
- Using Research and Evaluation to Support Programs that Promote Parents’ Economic Security and Children’s Well-being

“We propose a two-generation anti-poverty strategy to improve the economic fortunes of children in the United States. Our policy bridges two traditionally siloed interventions to boost their impacts: Head Start for children and career pathway training offered through community colleges for adults. We expect that an integrated two-generation human capital intervention will produce greater gains than either Head Start or community college alone...”
2Gen Approach Resources

2Gen Approach Resources

Rural IMPACT and the Community Action Partnership Learning Community Resource Center

- Anti-Poverty Practice Series--Rural IMPACT: Two Cases, Community Action Partnership, Learning Communities Resource Center
- Planning and Implementation of the Rural IMPACT Demonstration, U. S. Department of Health and Human Services, Office of the Assistant Secretary for Planning and Evaluation
- Uplifting the Family: A Two-Generation Approach, Community Action Partnership
- Community Action Economic Mobility Initiative Design Plan, Community Action Partnership
2Gen Approach Resources

Webinars

• Laying the Groundwork for Service Integration and a Whole Family Approach (March 14, 2018)
• Breakthrough Ideas that Move Children and Their Parents Toward Education Success and Economic Security (April 11, 2018)
• Building Intergenerational Success: Measuring Whole Family Outcomes (May 2, 2018)
• Whole Family Approach Building Blocks (August 22, 2018)
• Whole Family Building Blocks: Building and Using Leadership (October 24, 2018)
• Whole Family Building Blocks: Attending to Organizational Culture and Systems (October 31, 2018)
• Whole Family Building Blocks: Aligning High Quality, Intentional, Intensive Services to Parents and Children (November 7, 2018)
• Access these webinars and more here.
Community Action & Head Start

Cases of Integration

• In collaboration with OCS, OHS, and CAPLAW, identified areas where silos often occur, as well as the roots of monitoring deficiencies

• Examined leadership, governance, finance, and other structures/processes between Head Start & CSBG/overall CAA

• Interviewed 7 agencies
  – 2 Public
  – 5 Private
2Gen State Resources

2-Gen Principles to Practice: A tool for Minnesota program managers committed to using 2-Gen approaches for implementing social programs

https://www.dropbox.com/s/40jzrbiplejvhpt/2Gen%20Principle%20to%20Practice%20%28002%29.pdf?dl=0
2Gen State Resources

**States Leading the Way**: Practical Solutions That Lift up Children and Families

WEBINAR WEDNESDAYS


https://communityactionpartnership.com/events/category/webinars/
NEW! Partnership Resource Library

www.communityactionpartnership.com  >  Tools & Resources  >  Resource Library
For More Info

For more information or questions contact The Learning Communities Resource Center Team:

• Tiffney Marley, Director of Practice Transformation
tmarley@communityactionpartnership.com
• Kevin Kelly, Director of Community Economic Development
kkelly@communityactionpartnership.com
• Hyacinth McKinley, Senior Associate for Learning & Dissemination
hmckinley@communityactionpartnership.com
• Lindley Dupree, Senior Associate for Research
ldupree@communityactionpartnership.com
• Courtney Kohler, Senior Associate for Training & Technical Assistance
ckohler@communityactionpartnership.com
• Aimee Roberge, Program Associate for Learning Communities Resource Center
aroberge@communityactionpartnership.com

This presentation was created by the National Association of Community Action Agencies – Community Action Partnership, in the performance of the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Community Services Grant Number, 90ET0466. Any opinion, findings, and conclusions, or recommendations expressed in this material are those of the author(s) and do not necessarily reflect the views of the U.S. Department of Health and Human Services, Administration for Children and Families.
Your feedback is important to the Partnership.

We invite you to complete a brief evaluation of this session so we can continue to provide timely content.

*Please complete the evaluation on paper or in the Event App.*