Addressing Rural Poverty in Rural IMPACT – A Two-Generation Demonstration

Community Action Partnership
Annual Convention
August 31, 2016
The White House Rural Council will explore new partnerships and innovative models of service delivery to increase access and take-up of key programs in underserved rural places.

- Child Food Insecurity and Food Gaps
- Community-led Innovation to Promote Childhood Wellness and Rural Economic Growth
- Teleheath and Distance Learning Technology
- Integration of Federal Resources
- Rural IMPACT (two-generational approach)
- Empowerment of individuals/communities to address rural challenges

Rural IMPACT Goal:

To reduce child poverty in rural and tribal areas

**HOW:**
By improving the well-being of children, parents and families

**THROUGH:**
A two-generation approach that will address the needs of both vulnerable children and their parents together.
Rural IMPACT Theory of Change

**THEORY OF CHANGE:** If rural and tribal communities are assisted in re-aligning and restructuring services to serve the whole family and collectively work to intentionally and simultaneously increase the capacity of children and parents, then rural child poverty will be reduced.

**INPUTS**
- T/A expertise
- Peer learning opportunities
- Data support
- Interaction with Federal agency staff to clarify barriers/opportunities
- Existing services in the community for children
- Existing services in the community for parents

**ACTIVITIES**
- Changes in how services are delivered
- Changes in how programs/systems work with families
- Changes in what services are delivered
- Focus on a bundle of services for whole families
- Development of partnerships across adult and child programs/systems
- Development of a collaborative structure(s)
- Development of shared data and measures
- Strong communication across partners

**SHORT TERM MILESTONES** (1-2 years)
- 10 innovative models from a range of geographies and led by varying stakeholders that are working to align systems and supports to reduce child poverty
- 4-5 innovations in practice or integrated service delivery
- Examples of families with bundled supports that helped advance skills of parents and children
- Examples of families with bundled supports that helped advance skills of parents and children

**LONGER TERM OUTCOMES** (5-7 years)
- Increased enrollment in quality early childhood programs
- Increased high school/GED and post secondary credentials for parents
- Increased parental employment
- Increased child and family well-being

**GOAL**
Reduction in rural and tribal child poverty in 10 sites
## Rural IMPACT Sites

<table>
<thead>
<tr>
<th>Location</th>
<th>Backbone Organization</th>
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<tbody>
<tr>
<td>Oakland, MD</td>
<td>Garrett County Community Action Committee &amp; Allegany County Human Resources Development Commission, Inc.</td>
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<tr>
<td>Berea, KY</td>
<td>Partners for Education at Berea College (Knox County)</td>
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<tr>
<td>Marshalltown, IA</td>
<td>Mid-Iowa Community Action, Inc. (Marshall County)</td>
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<tr>
<td>Jackson, MS</td>
<td>Friends of Children of Mississippi, Inc. (Sharkey, Issaquena, Humphreys Counties)</td>
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<td>Hillsboro, OH</td>
<td>Highland County Community Action Organization, Inc.</td>
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<tr>
<td>White Earth, MN</td>
<td>White Earth Reservation Tribal Council (Mahnomen, Clearwater, Becker Counties)</td>
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<tr>
<td>Machias, ME</td>
<td>Community Caring Collaborative (Washington County)</td>
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<tr>
<td>Blytheville, AR</td>
<td>Mississippi County, Arkansas Economic Opportunity Commission, Inc.</td>
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<tr>
<td>Blanding, UT</td>
<td>The San Juan Foundation (San Juan County)</td>
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<tr>
<td>Hugo, OK</td>
<td>Little Dixie Community Action Agency, Inc. (Choctaw, McCurtain, Pushmataha Counties)</td>
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**Rural IMPACT Demonstration**

- **Rural Integration Models for Parents and Children to Thrive (IMPACT)**
  - help communities adopt a two-generation approach to programs, policies, and systems
  - a comprehensive, whole-family framework for addressing child poverty.

10 rural & tribal communities are receiving:
- Technical assistance
- Support from Federal staff
- AmeriCorps VISTA members
- Peer learning
- Coaches
What We’ll Have After One Year

• Examples of innovative models that respond to local needs and strengths
• Innovations in practice or integrated service delivery
• Examples of families that received services in a new and better coordinated way
• A descriptive report
• Momentum to continue and scale
Highland County Community Action Organization, Inc.

- Julia Wise, Executive Director
- Tara Campbell -- Director of Workforce Services
- Christi Hauke -- Director of Emergency Services
- Valerie Williams -- Director of Early Childhood Services
- Michelle Miley - Rural IMPACT VISTA
- Sheri Brown - Rural IMPACT VISTA
Highland County, Ohio

- In 2009, Highland County was hit with 2,000 job losses with the relocation of DHL from a neighboring county. The county unemployment rate was the 2nd highest in the State of Ohio.

- Within the next two years, new and expansion of local manufacturers will bring over 300 new jobs to the county.

- Crime, drug use child trauma and neglect are major issues within our county.

- There is a very limited amount of childcare in the county with no 2nd & 3rd shift care at all. The poorest area of the county, where the majority of new jobs are returning, has NO childcare at all.

- No public transportation in the county.

Target Pilot Group -
- Unemployed and Underemployed parents
- Minor children - at least one age 3 or younger
- Multiple barriers
- Current Early Head Start/Head Start participation or OWF recipients

# of Families
15-20
Goal of 15
Two Main Goals

1. Improve consumer experience with a centralized intake system
   - Better measure efforts
   - Decrease resources used by the agency and consumer
   - Align programs and services across generations
   - Shift from referral to linkage
   - Work by and for consumer is fully outcome focused

2. Coordinate Services within the community to facilitate a “no wrong door” approach
   - Program Navigator
   - Shared intake data
   - Maximized agency capacity
   - Co-facilitated service sessions
   - Align services - locations(times

Participant Input?...Why, yes, we did!

• Participant families were included in design

• What we need:
  – Transportation changes and opportunities
  – Please share the information
  – Support to move forward
  – Someone to help coordinate
  – Support for us and our children in: education, health care, work, and life

“There is a lot of difference between listening and hearing.”

-G.K. Chesterton
Progress Highlights

1. Formalized Collaborative partnerships

2. Developed Rural IMPACT Vision Statement

3. Applied for and received Healthier Buckeyes Grant

4. Centralized Intake Software
Agencies working diligently together to reach shared outcomes

“Coming together is a BEGINNING
Keeping together is a PROCESS
Working together is a SUCCESS”
-Henry Ford

Vision
Children and adults in Highland County are empowered to increase self-sufficiency and thrive across generations.
2 Generational Approach
Implementation via Healthier Buckeyes!

1) Addressing the gaps:
   - Transportation
   - Health and well-being
   - Keeping the gains – social workers in the schools!

2) Coordinating the Work
   - Collaboration and streamlining

3) Mapping intake data, eliminating repetition, funding the software

HCCAO’s culture of compassion and co-location of services is being recognized and steps to replicate taken throughout the partner organizations.

If we build it – they will come.....
• The Challenge....

• Infrastructure
  – Construction/renovation support
  – Capacity of partners to co-locate services
  – Replicating the culture internally and externally

• To provide child care, we need facilities

• To bring partner services under one roof, we need facilities

• To serve clients in rural areas, we need facilities
Learning Strategies

A dream becomes a goal when action is taken toward achieving it...

Thinking Cap

Community Action Partnership

Achieving Impact
Every Member Every Day Everywhere
Lessons Learned

• Internally
  – Front line staff input and buy-in
  – Don’t add to the work; reframe how it’s done
  – Maintaining contact with the team regularly

• Externally
  – Shifting from collaboration to true coordination
  – Someone has to take the lead
  – Speak in terms of solutions rather than barriers

27,000 individuals served in 2015

2/3 of families earned less than 100% of poverty

15.5 million dollar operating budget

200 employees

Early Head Start, Head Start, WIC, Maternal and Child Health, LiHEAP, Weatherization, and numerous state and locally designed programs and services to meet community needs (Dental Clinic, Ryan White case management, CACFP, Rogers University, ISMILE, and HESS are a few examples).
OUR PLACE AND TARGET FAMILIES

Marshalltown, Iowa – community of over 27,000

Families participating in Head Start and Early Head Start – 167 children/140 families

Families with children 0-5 who are participating in FaDSS – Family Development and Self-Sufficiency (TANF)

- 7 families
Marshalltown, Iowa is a community of 27,884

One of the highest Free and Reduced lunch rates in the state

Of note is the fact that in 62% of all households with children under the age of 6, all adults in the household are working and in families with children ages 6 to 17, 78% have all adults working

The unemployment rate in March 2016 was 7.8% (higher than the state rate).

In June of 2016, 37 adults are receiving TANF (FIP) benefits
The Marshalltown Community School District (MCSD) is a “majority minority” district within which children speak 52 languages. In Marshalltown, 17% of population is foreign born and 26% of the children age 5 and over live in homes where a language other than English is spoken.

The free and reduced lunch rate was 70.9% in the 2015-16 school year (elementary buildings ranging from 62% to 82%). The child poverty rate is 24.1%. The poverty rate for children under the age of five is 28.2%. 

MARSHALLTOWN, IOWA
3rd grade reading proficiency

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<td>62</td>
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Average reading proficiency: 66.77
82% of adults over the age of 25 have a high school diploma or higher (State of Iowa – 91%)

20% have a BA or higher (State of Iowa – 26%)
1. Cohort based learning programs which lead to a pathway to employment

2. Colocation of MICA’s Health, Family Development, and Early Childhood programs

3. Adoption of a “no wrong door” practice which systematically allows a family to apply for services at a single location with a single application process

4. Incorporation of trauma informed care practices in service delivery
1. HSED/ESL/HEAD START hours and location aligned

2. Informational meetings held for Cohort Career Pathways-hiring of education/career pathway navigator

3. The Benefit Bank and Sanctuary Model

4. SNAP E & T
KEY LESSONS LEARNED

Relationships are the foundation
Everything is related
Families know the solutions
TIME
Garrett County CAC & Allegany County HRDC

Rural IMPACT Partners

Duane Yoder, President
Gregaran Crawford, Director St. Initiatives
Ryan Miller, Coach, Family Self-Sufficiency Coach
Daphne Gooding, VISTA Volunteer

Courtney Thomas, Executive Director
Wendolyn McKenzie, Asst. Director, Children and Family Services
Rebecca Roby, Asst. Director, Children and Family Services
Kim Rice, VISTA Volunteer
The 2 Most Western Counties in Maryland
Situated in the Appalachian Highlands
2-Generation Target Population
Early Head Start and Head Start Families

- HRDC—315 Families
- GCCAC—300 Families

Head Start is our primary Early Childhood Development program
Garrett County CAC &
Allegany County HRDC
2-Generation Goals

- **Goal #1**: Institutionalize 2G approaches across all agency programs;
- **Goal #2**: Develop the agencies capacity to share data on 2G families through the use of a common intake process, client assessment (Crisis to Thrive), and client tracking system;
- **Goal #3**: Develop common outcome measures for 2G families to report on families’ successes to demonstrate the effectiveness of 2G approaches; and
- **Goal #4**: Increase the agencies capacity to advocate for 2G approaches at the state and national level to increase sustainability.
Progress and Activities....

Operationally

• Site visit for Rural IMPACT included – Multiple Federal, State, and Local agencies; as well as additional site visits
• Grant Writing
• Action Plan Development – Financial Education, Communications, Warm Handoffs
• Transitioning to a new data system – empowOR
• Celebration of Success for Participants
• Joint training opportunities underway
Progress and Activities...

**Policy**

- Passage of the NACo Rural Impact County Challenge Resolution requested by local government
- On-going engagement with the State of Maryland regarding the National Governors Association RFA
- On-going discussions with County government about providing 2-G families with scholarship funding for education and training
- MOU with DSS to share data approved
- Outreach to local and regional organizations
Challenges....

- Developing sustainable communication outreach practices and strategies to reach multiple stakeholders to help ensure the sustainability of 2-G programming
- On-going resource development to support 2-G efforts
- On-going cross-coordinated programs and service delivery constrained by siloed funding
Lessons Learned….

- Organizational change is difficult and time-consuming when the organization is already doing a good job.
- Implementing our Strategic Plan led directly to the 2G approach
- Measuring and reporting outcomes informs what we do and how we should proceed
- Strong partnerships across departments and between agencies mean that we can have the greatest collective impact *(the whole is greater than the sum of the parts)*
- Families need more than just great programs to make progress. Social capital: coaching, mentoring, role models, encouragement, personal relationships
- **Needed to Support Staff**
  - Interdepartmental crises team
  - Regular Coordinators meetings
  - Self Sufficiency Manager position (supporting front line staff)
Lessons: What did it take?

- Portfolio of existing services and then add partners and/or capacity
- Know what you are shooting for—(for us) economic self sufficiency for families
- Quality early child education program
- A local facilitating organization
- Data systems and data focus
- Strategic manager
- Change in organizational culture
- Communication system (processes)
- Support from the outside/ recognition helps motivate staff
- Build staff cross departmental relationships
Questions and Discussion