

Family Success Center 18-Month Pilot Outcome Report

The New United Way of Greater Greensboro is creating partnerships to reduce poverty.

On March 26, 2015 United Way of Greater Greensboro (UWGG) launched the pilot of the first Family Success Center with Guilford Child Development (GCD) as the lead partner. GCD serves as the trusted leader and provider of Head Start and Early Head Start services for 1,200 children and their families living in poverty across Guilford County. Twenty percent of adults and over twenty-five percent of children in Greensboro live in poverty, while the national average is 15.5%.

The Family Success Center was established on a foundation of national best practices. The program uses the Integrated Service Delivery (ISD) approach to meet the complex needs of families challenged by poverty. The benefits of the pilot were aimed at families with low incomes living in ZIP code 27406. This innovative and comprehensive approach relies on collaboration to remove barriers and support families on a path to pursue their dreams toward financial self-sufficiency.

The inaugural Family Success Center exceeded the planned 100 families, serving 104 families through partnerships with 28 organizations providing comprehensive services at a single location. Family Success Center members demonstrated higher rates of growth on 26 of 29 indicators of self-sufficiency and stability as compared to a demographically similar comparison group. This report is a journey map outlining operating principles for the 18-month pilot of the Family Success Center, the people, specific outcomes, and next steps.



This Family Success Center 18-Month Pilot Phase Report can be downloaded at <http://www.unitedwaygo.org/our-impact/our-focus-on-poverty>

Family Success Center Model

United Way of Greater Greensboro's Family Success Center model is new and unique to Guilford County and leverages approaches utilized by national organizations including United Way Worldwide, the Annie E. Casey Foundation's Center for Working Families, and LISC (Local Initiatives Support Corporation). These organizations have identified programs and systems that support economic progress for families with low-income and build solid frameworks to promote economic self-sufficiency in communities. The principles of the Family Success Center are:

Whole Family Engagement

A two-generation (2-gen) approach provides improved outcomes for both parent and child. The 2-Gen approach focuses on creating opportunities for and addressing needs of both children and their parents together. Children fare better on numerous measures when parents are economically secure, educated, and healthy. Improved financial stability can relieve some of the parents' stress, allowing for more attention to be paid to the needs of children in the home. Engaging all adults in the home and including all household members contributes to the overall economic stability of the family. United Way of Greater Greensboro's whole family strategy informs all the other design features of the Family Success Center.

- **Partnering for Success**

Integrated Service Delivery (ISD) is a specific type of collaboration that brings together multiple partners in one location to offer a comprehensive set of services. A dynamic planning process reflects a commitment among all partners to create the best and most effective experience possible for the Family Success Center member. Partners share a clear and common goal, coordinate intentionally, and often modify their processes and procedures to meet member needs.

- **Individualized Services**

The ISD model relies on case management, a proven strategy for building economic stability, to assess family needs, develop family goals and connect families to available services. Case managers work closely with families to connect them with 1) education, work, and income supports, 2) employment and career advancement opportunities, 3) access to health and wellness services, and 4) financial education, financial coaching, and asset building. Through these individualized relationships, members gain the skills necessary to make their financial and career plans for a successful future a reality.

- **Long-Term Relationships**

Relationships built on trust are the foundation of a comprehensive model like the Family Success Center. The type of behavior change that can lead to sustained economic stability takes time. The Family Success Center makes a long-term commitment to families, working with members over the course of multiple years to help them create *and sustain* opportunities for economic stability. The Family Success Center cultivates trusting relationships with each member and engages them in a manner that is respectful. This approach empowers members to articulate their own goals for the future and build opportunities for growth and development of financial capability skills.

"I have tried to get my GED 4 times, and I finally succeeded here."

*Family Success Center
Member Brandy L.*

- **Place-Based Services and Co-Location**

Offering services in a one-stop-shop location where they are needed and in close proximity to member housing reduces a barrier to participation. This neighborhood location builds engagement with the local community and concentrates the impact of services in a high need area.

Operationalizing the Family Success Center

The structure for management of the Family Success Center was determined by joint agreement between management teams of United Way of Greater Greensboro (UWGG) and Guilford Child Development (GCD).

UWGG serves as the concept leader and funder of the Family Success Center strategy. Two UWGG employees work as liaisons between GCD, donors, partners and families served to ensure that the highest standards are met during implementation.

GCD serves as the lead partner for the pilot overseeing day-to-day operations. GCD employs two full-time and one part-time staff members to coordinate services and provide case management and coaching. One part-time staff member provides administrative support to the project. Two additional full-time staff members are contracted through on-site partners to provide employment services and case management.

GCD is a familiar resource for the families with young children and a natural choice for lead partner. Having GCD as a service provider and face of the strategy brings credibility because fellow service providers view them as knowledgeable on the complexity of human behavior. A positive outcome of the management structure has been seamless integration of services and uninterrupted service delivery to families.

The checks and balances of the tiered management structure led to rapid issue identification and correction. As needs surfaced, additional funds for services were invested to expand offerings. For example, as case managers built trust with families they uncovered unmet physical and mental health needs. As a result of identifying these needs, additional partners were asked to join the Family Success Center to provide access to these services. The pilot design included ongoing interactions at the FSC between GCD, UWGG, service providers, interested community members, and funders. The tiered management structure has increased the quality of data collection used to analyze results. The dynamic viewpoint of funders and service providers continues to increase the depth of rigor of evaluation, humanize the work, and drive outcomes.

The Path to Financial Stability

1. Stabilize families in crisis and maximize eligible benefits and income supports that boost household income

The first step Family Success Center members need to take toward financial stability and self-sufficiency is to stabilize their current situation and ensure their basic needs are met. Families living in crisis are unable to focus on long-term goals while dealing with the daily stress of providing adequate food, clothing, and shelter to meet their basic needs. Case managers work with members to determine what public benefits they currently receive, the areas where family needs are not being met, and for what additional benefits they may qualify. Case managers help members apply for benefits if they qualify and can streamline the process by bringing partners on site and utilizing electronic referral systems. This helps to boost household income and stabilize families in crisis so that they can focus on their long-term goals of becoming self-sufficient.

Case managers work to keep an open dialogue with members to ensure that they know when families are in need of services. Case management plays an important role in keeping families engaged in the program by removing short-term barriers that arise when families face a financial crisis. During the pilot phase, many families needed help dealing with emergency situations that could have derailed their participation. For example, case managers reported that families were prone to disrupted participation due to the disconnection of their utility services, food insecurity and lack of transportation. These crisis situations add stress to the family and divert attention from their long-term goals. Crisis situations were resolved when brought to the attention of case managers.

Partners and Services

- **UNC-Greensboro Center for New North Carolinians** provides support services for immigrant and refugee families ensuring that they have the specialized services they need to overcome common barriers to success
- **Family Service of the Piedmont** provides crisis intervention services to victims of domestic violence
- **Greensboro Housing Authority** provides a self-sufficiency program to members who currently live in public housing which helps families save money for future housing needs as their income rises

- **Guilford Child Development** provides an on-site food pantry, daily hot meals and snacks, and child care resources and referrals
- **Salvation Army of Greensboro, Center of Hope** provides homeless services when needed and financial assistance to families with past due rent, utilities, clothing, and food to help maintain housing stability
- **Senior Resources of Guilford** provides information and specialized services for senior family members
- **Women's Resource Center** provides access to legal assistance through the Attorney Hotline

2. Obtain and maintain jobs that lead to family-supporting income

Members often begin at the Family Success Center with minimal prior work experience. Many have not completed high school or any education beyond high school. The combined lack of work experience and educational attainment makes obtaining a job with a family-supporting wage unlikely in the short term. The Family Success Center supports members as they work to gain the education, work experience and skills needed to obtain a job that provides family sustaining income. Case managers work with members to help them develop long-term career goals and the steps required to achieve them.

Education

Without a high school diploma or a General Equivalency Degree (GED), it is incredibly difficult for members to obtain employment that provides family-supporting wages. Case managers discuss education with members during the intake process to find out the highest level of education members have completed. Members without a high school diploma are encouraged to enroll in the on-site, instructor-led GED preparation classes and focus on passing the GED test as a first step on their path to financial stability.

GED instructors are provided by Guilford Technical Community College (GTCC) at no cost. GED classes are available Monday-Thursday. Members report that the classroom setting, the instructors, and the on-site child care have helped them overcome barriers that previously prevented them from obtaining their GED.

Employment

Members who already have a high school diploma or a GED start with job readiness and job training classes to prepare them for obtaining a job in their desired field and achieving their long-term career goals. Staff members from Goodwill Industries and StepUp Greensboro provide case management and services on site.

Partners and Services:

- **Forge Greensboro** provides job training for members interested in obtaining a job as a welder
- **Goodwill Industries** provides life skills and job readiness classes, individual career counseling, job skills training, networking opportunities, and case management
- **Guilford Technical Community College** provides instructor-led classes to help members prepare for and pass the GED and Human Resource Development (HRD) courses
- **NC Works** provides job readiness training and scholarships for education, job training courses, and job search assistance
- **Reading Connections** provides adult tutoring to support GED students who need additional help
- **StepUp Greensboro** provides job readiness classes and case management
- **Women's Resource Center** provided a Women to Work workshop
- **YWCA of Greensboro** provided a workshop about the Passion to Purse entrepreneurial program

3. Increased financial capability (knowledge + behaviors)

Developing financial capability is critical to building a solid foundation for economic stability. Financial capability refers to an individual's ability to take action to improve his or her financial situation. It goes beyond financial literacy, which simply implies an understanding of how financial systems work. Financial capability combines not only knowledge of healthy financial behavior, but also the capacity and self-efficacy to take action to reach financial goals, such as reducing debt, increasing savings, and building credit.

Individualized services offered at the Family Success Center build financial capability in many ways. Case managers help members set goals and link available services to those goals in a deliberate way. This helps members navigate appropriate services in a logical manner and provides timely reminders for activities related

to the members' self-identified goals. Financial services partners offer financial education classes and credit counseling on site at the Family Success Center.

Partners and Services:

- **Family Service of the Piedmont's Consumer Credit Counseling Service** provides one-on-one financial counseling sessions
- **Inheritance Financial** provides financial literacy classes
- **PNC Bank** provides financial literacy materials and children's education savings accounts
- **Wheels for Hope** provides low-cost used cars to qualifying adults

4. Improved School Readiness for Children Entering Kindergarten

GCD's Head Start & Early Head Start program provides comprehensive services for all children and families at the Family Success Center. Children receive 6 hours of quality early childhood education a day at GCD's 5-star accredited child development center. Children receive health, dental, and social-emotional screenings. For Family Success Center children who are not enrolled in Head Start or Early Head Start, Guilford Child Development established additional childcare services. The early childhood education teachers who provide child care for Family Success Center families received training to ensure that the child care rooms followed the curriculum of GCD's Learning Together Family Literacy program. The Family Success Center instituted the Learning Together curriculum in the Family Success Center child care component to ensure a quality experience for Family Success Center children. GCD's extensive Transition to Kindergarten Program was also offered to all Family Success Center families.

Early childhood teachers interact with the case managers to ensure that case managers are aware of any issues that arise with Family Success Center children. If a need is identified, the case managers address it with the Family Success Center member ensuring that the needs of the entire family are met. The availability of child care is essential to allow parents earning low incomes to receive educational, job readiness, and job placement services.

Partners and Services:

- **Guilford Child Development** provides comprehensive early childhood education

5. Improved Knowledge of Effective Parenting Practices that Support Child's Learning and Early Literacy

Parents are the first and primary teachers of their children until they enter school. GCD works to increase awareness regarding how important early brain development is and how important parental interaction with children is in stimulating brain development. Case managers identify parenting strengths and areas for growth with members. Some members need advice on discipline strategies, child development milestones, and healthy relationships. Some parents need help with anger management and how to positively discipline their children. Some parents need support services relating to domestic violence, which poses a threat to their safety and that of their children.

Partners and Services:

- **Children's Home Society** provides a Fatherhood program designed to engage fathers in parenting and healthy relationships with their families
- **Guilford Child Development** provides early childhood care and developmental education
- **Reading Connections** provided a What to Do When Your Child is Sick workshop
- **UNC-Greensboro** psychology students provided group parenting classes on domestic violence

6. Improved Attendance, Behavior, and Academic Performance for School-Aged Siblings through Referrals

GCD's public school liaison offers sessions about school readiness, school registration, and more. Case managers ask participants about how their school-aged children are doing and help make referrals as necessary.

Partners and Services:

- **Big Brothers Big Sisters** provides mentoring services to school-aged children
- **Salvation Army Boys and Girls Club** provides summer camps and afterschool programs to school-aged children
- **Senior Resources** provides Foster Grandparent program to school-aged children

7. Improved Physical and Mental Health

Many families living in poverty live in high-stress environments that can cause emotional, mental, and physical health issues. Hunger further exacerbates these issues. The cost of healthcare, the stress of living in poverty, and the lack of health and wellness resources available to families with low incomes create additional barriers to academic achievement and employment for members. At the Family Success Center, basic health care services, nutrition and cooking education, mental health counseling, and wellness programs are available to all members.

Partners and Services:

- **Cone Health Congregational Nurse Program** provides on-site access to a nurse practitioner, health screenings, and general health management services
- **Dancing Dogs Yoga** provides yoga classes for adults
- **NC Cooperative Extension Service** provides nutrition education classes
- **P.O.W.E.R of Play Foundation (Proehlific Park)** provided summer camp for 41 children
- **Triad Adult and Pediatric Medicine (TAPM)** provides primary health care services
- **UNC-Greensboro Nutrition Department** provides nutrition education classes
- **UNC-Greensboro Psychology department** provided mental health screenings and counseling
- **UNC-Greensboro and NC A&T Joint Social Work Congregational Education Initiative** provides mental health assessments and services
- **United Way of Greater Greensboro** provides a health navigator to ensure members understand their health insurance options and enroll in a health insurance plan under the Affordable Care Act
- **YMCAs of Greensboro** provided summer camp for school-aged children

Family Success Center in Action

The first step families take when they enroll in the Family Success Center is to complete a Family Partnership Agreement (FPA) with a case manager. Case managers use the completed assessment as a baseline to help families develop an individualized Family Success Plan that identifies long-term goals, creates a plan to achieve goals, and identifies barriers that may impede progress. This process helps families identify the specific services they need to achieve their goals and become financially self-sufficient. Services include:

- Job readiness and training classes that prepare adults for new and better jobs
- GED classes that help adult learners prepare for, pay for, and pass the required tests
- Financial literacy workshops and one on one credit counseling that helps people better understand and manage their personal finances
- Health and wellness education opportunities that ensure families have the knowledge to meet their emotional, physical, and nutritional needs
- Nurse practitioner and mental health counselors to meet the physical and mental health needs of families

The Family Success Center operates 5 days a week, Monday-Friday, from 9am to 1pm and offers a variety of classes to meet member needs. Members sign up for classes that will help them meet their goals. For example, a member who wants to work in the medical field, but does not have a GED, can sign up for the GED prep classes offered every Tuesday and Thursday where they will work with instructors from Guilford Technical

Community College (GTCC) in a classroom setting to prepare for the four GED tests. Passing the GED tests is the first milestone on their chosen career path and will require hard work and determination to achieve. On Monday, they may participate in computer skills training to prepare them for the job search process and workforce. On Wednesday, they may take financial literacy workshops to learn about budgeting, banking options, and maximizing the resources they currently have. On Friday, they can practice self-care and learn about healthy behaviors by participating in a variety of activities like yoga, Zumba, nutrition and cooking classes, or receive one-on-one mental health services.

Example of a Family Success Center Member Schedule

	Monday	Tuesday	Wednesday	Thursday	Friday
8-9 am	Drop off children for Head Start program				
9-10:30 am	Goodwill Job Readiness	GED class	Consumer Credit Counseling session	GED class	Yoga class
10:30-11 am	Snack & Tutoring opportunity				
11am-12:30 pm	Computer skills lab	GED class	Meet with Case Manager	GED class	Healthy relationships group counseling
12pm-1 pm	Lunch				
1:30-2 pm	Pick up children from Head Start program				

Case managers offer continuous support and encouragement to members as they embark on the often long journey required to achieve their goals. Through case management, the Family Success Center staff builds trust with members, addresses urgent needs that can become barriers to participation, and celebrates each successful milestone along the way. Family Success Center members report that having a case manager who they can turn to for support and guidance has helped them overcome barriers that derailed their previous efforts.

Family Success Center Pilot Evaluation

To date there have been two evaluations of the Family Success Center. The first, conducted by Elon University’s Program for Ethnographic Research and Community Studies, explored qualitative data from surveys and interviews describing the needs, motivations, and experiences of Family Success Center members and the implementation of the model. The second evaluated specific outcomes of the members compared to a demographically-similar population not enrolled in the Family Success Center.

Ethnographic Study – Qualitative Data

Methodology Elon University Professor of Anthropology, Dr. Tom Mould, led a group of students in collecting and analyzing extensive qualitative data through surveys and in-person interviews at the Family Success Center. Longitudinal surveys, collected by Guilford Child Development staff at intake and several months into the pilot, posed open-ended questions to assess participation, satisfaction, and progress. Fourteen families who were demographically representative of the larger group, participated in the interview process conducted between September 2015 and June 2016. A series of three interviews were completed with each family. In addition, four Family Success Center staff members were interviewed to provide a staff perspective on the project. Analysis of the surveys and interviews identified program strengths and challenges.

Outcomes – Strengths The researcher noted that the findings from staff and participants were highly consistent, indicating that staff and Family Success Center members share a similar understanding of the Family Success Center goals and strategies. Most Family Success Center members were appreciative of the extensive support and encouragement received from staff and peers. They observed that staff works with them as individuals with unique goals and circumstances. Members cited co-location of services, childcare, and staff support as characteristics that made a true difference in their lives helping them achieve milestones they had previously struggled to reach. Interviews revealed an increasing belief that “long-term dreams that so often feel impossibly far away are in fact attainable.” Survey analysis similarly revealed that over time members moved from a focus on attaining a job to building a career.

Outcomes – Challenges This analysis also identified some of the challenges the program faces. Notably, the program itself is impacted by many of the barriers the individual members face. Lack of reliable or affordable transportation can make attendance inconsistent, in spite of a desire to participate. Communication with participants, a pillar of the relationship-building focus, is impeded by members' disconnected or discontinued phone service. For some members, class times during the work day made it difficult to access programs after gaining employment.

Continuous Improvements Several suggestions received from Family Success Center members through this evaluation have already been addressed, including adding classes to meet additional needs such as entrepreneurship and nutrition; recruiting volunteer tutors to work with General Equivalency Diploma (GED) students; and providing formal opportunities to educate members about community resources through quarterly Let's Share Fairs, which bring in local service providers to interact directly with members. Recent Let's Share Fairs have focused on housing resources and Kindergarten readiness.

Family Success Center Comparison Study – Quantitative Data

The Family Success Center was measured during its 18-month pilot phase by comparing test group members to a cohort of families in similar economic circumstances who did not receive whole-family integrated services. The test group of FSC members was comprised of 104 families who were recruited and self-selected to enroll in the Family Success Center. 29% of test families were also enrolled in Guilford Child Development's Head Start Centers located in ZIP code 27406; 71% were families with low incomes living in the 27406 ZIP code who were not enrolled in Head Start. The comparison group was composed of 378 families with low incomes enrolled in the Head Start program in other ZIP codes with high poverty in Greensboro.

Test Group Demographics

The Family Success Center pilot test group is diverse on many factors, including race, family composition, and age. The test group includes 104 households, 112 adults and 184 children for a total of 296 people. 72% are Black, 10% White, 2% American Indian, 2% Asian, and 2% multiracial. 12% of members either did not report their race or their race made up less than 1% of the test group. 80% of members are female. While most identified English as the primary language spoken in their home (84%), 5% were multilingual, 5% primarily spoke Spanish, and 6% identified other languages as their primary language. These included Arabic, Portuguese, and Vietnamese.

Family composition was also diverse. 12% had no children, and among those families with children, 58% represented single parent families and 42% were two-parent families. Family size ranged from one to five children, with most families reporting two children. 22% of these families had one child, 35% had two children, 28% had three, 10% had four, and 5% had five children. 80% of the heads of household were female.

“It's really encouraging. It's like, okay all of us are in here... shooting for the same goal, so when I see my peers just achieving, it just lights a fire. It's like okay this is doable, we can do this, this is possible.”

*Family Success Center
Member Karraha H..*

This group spanned several decades, ranging from the youngest members at age 19 to the oldest at age 58. 8% of Family Success Center members in this group were in their 50s; 53% were in their 20s; and the mean age was 32 years old.

Comparison Group Demographics

In planning the program evaluation, an effort was made to select a comparison group that was highly similar to the test group. The comparison group was comprised of 378 households, with 378 primary adults and 914 children for a total of 1,292 people. Each family had at least one child enrolled in a Head Start center in a ZIP code other than ZIP code 27406. Like the test group, the comparison group was diverse in many ways, including race, family composition and age. Of the comparison group, 74% were black, 5% multiracial, 4% Asian, and 3% white. 14% of this group either did not specify their race, or their race made up less than 1% of the group. As in the test group, most comparison group members identified English as their primary language (76%). 9% spoke Spanish, 4% spoke Arabic, and 11% identified other languages, including Swahili, French, and Nepali.

A slightly larger percentage of comparison group families were single-parent households (68% compared to 58%). 32% were two-parent families. Family size for this group closely reflected the test group, ranging from one to seven children, with most families having two children. 27% had one child, 34% had two children, 21% had three, 11% had four, 5% had five, 1% had six, and 1% had seven. 88% of the heads of household were female.

The comparison group held almost the same age span as the test group with a range of 18 to 64 years old for the primary parent (or in some cases parenting grandparent); over half (51%) were in their 20s; and the mean age was 30 years old.

Outcomes Evaluation – Methodology

104 families in the test group and 378 in the comparison group were asked to complete the 29-item Family Partnership Agreement (FPA) upon enrollment in the program, after nine months of participation, and again after 18 months. The FPA was created by Guilford Child Development in accordance with Head Start guidelines for working with families to promote individualized goal setting. It is used to assess family stability, family challenges and, through case management, to help families design a proactive plan to address those challenges. Head Start encourages each community to design its own version of the Family Partnership Agreement, and Guilford Child Development applied its extensive experience in working with families to identify a broad range of areas that impact family stability. As a result, GCD's FPA is comprehensive. The FPA was modified at the beginning of the pilot to include additional items relevant to the Family Success Center. Specifically, the modified items are based on benchmarking and best practice research in areas that improve financial stability for parents

The Family Partnership Agreement assesses life status in a variety of domains, including employment, financial capability, health, parenting, relationships, and ability to access basic needs. Each household rated their status on each item as *in crisis*, *intermediate*, or *thriving*. Once intake and final surveys were completed, rates of growth or decline (i.e. the percentage of families in each group reporting change in each area) were compared between the two groups for each item.

All 104 families in the test group completed the initial survey and continue to be engaged in the program; 71 had completed the 9-month survey by the end of the pilot phase; and 27 had completed the final 18-month survey. Not all families in the test group had been enrolled long enough by the end of the pilot phase to complete all surveys; 6 had been enrolled less than 9 months. Families enrolled in the Family Success Center between September and December of 2015 were a result of positive word of mouth spread by the initial Family Success Center members and increased Family Success Center membership to over the planned 100 households. 18 month data on this second cohort of families will be available mid-2017 when they have received a full 18 months of services and have completed final assessments.

The comparison group was selected at the beginning of the pilot phase and the initial assessment was administered between April and June 2015. Mid-point and end of pilot assessments were completed at 9 and 18 months. The comparison group did not experience the same delayed enrollment experienced by the test group because they were only enrolled in the traditional federally funded Head Start centers and did not have to self-select and enroll into the Family Success Center Integrated Service Delivery system. The comparison group completed their assessments as part of their regular Head Start case management, though completion was optional. 269 of the 378 families (71%) completed both enrollment and 18-month surveys. 275 (73%) completed the initial and 9-month surveys.

Attrition A total of 157 adult members enrolled in the Family Success Center during the pilot phase. 45 adult members dropped out of the Family Success Center before the end of the pilot making the attrition rate 28.6%. Attrition occurred for a variety of reasons. Some members signed up for the Family Success Center, attended a few classes and never returned. Other reasons include members moving out of Greensboro, choosing not to continue for personal or health reasons, or getting a job and electing not to continue the Family Success Center.

Quantitative Outcomes

The Family Partnership Agreement measuring point-in-time life status indicated that, in 26 of the 29 areas assessed, a higher percentage of Family Success Center members improved their status than in the comparison group. In 21 areas, the difference was found to be statistically significant. In three areas (all related to parenting and child development), the percentage reporting growth was nearly equal. These three items are a measure of Head Start services that were provided to both the test group and the comparison group; accordingly, we did not expect to see a significant difference between the Family Success Center members and the comparison group. Survey outcomes from the pilot phase assessment are included in this report.

Family Assessment Outcome	Family Success Center vs. Comparison Group (Percent of Families Reporting Growth in Each Area)	Family Success Center vs. Comparison Group (Percent of Families Reporting Growth in Each Area)
	End of 9 Months Participation	End of 18 Months Participation
Family Success Center members increased their overall well-being scores at higher rates than the comparison group.	80% vs. 65% *	82% vs. 73%
Outcome 1 –Obtain Eligible Benefits & Income Supports to Boost Net Household Income and Meet Basic Needs		
More Family Success Center members reported growth in accessing the public benefits for which they are eligible	28% vs. 4% *	30% vs. 10% *
More Family Success Center members reported gains in access to basic needs	26% vs. 8% *	41% vs. 14% *
More Family Success Center members reported improvement in access to transportation	24% vs. 7% *	48% vs. 9% *
More Family Success Center members reported gains in housing stability	23% vs. 5% *	26% vs. 9% *
More Family Success Center members reported improved ability to access community resources	21% vs. 7% *	33% vs. 16% *
Outcome 2 - Obtain and Maintain Jobs That Lead to Family Sustaining Income		
More Family Success Center members reported improvement in employment status	27% vs. 4% *	48% vs. 13% *
More Family Success Center members reported growth in confidence in their job skills	30% vs. 5% *	52% vs. 9% *
More Family Success Center members reported increased employment opportunities	29% vs. 7% *	52% vs. 16% *
More Family Success Center members reported improvement in educational status	13% vs. 10% *	27% vs. 11% *
More Family Success Center members reported increased engagement in improving their employment status	32% vs. 5% *	33% vs. 5% *

Outcome 3 – Increased Financial Capability (Knowledge and Behaviors)		
More Family Success Center members reported improvement in savings behaviors	17% vs. 4% *	30% vs. 10% *
More Family Success Center members reported growth in their financial independence	31% vs. 5% *	48% vs. 11% *
More Family Success Center members reported growth in use of bank accounts	27% vs. 4% *	41% vs. 13% *
More Family Success Center members reported increased financial confidence	26% vs. 6% *	26% vs. 8% *
More Family Success Center members reported growth in their use of budgets	25% vs. 6% *	30% vs. 8% *
Outcome 4 – Improved School Readiness for Children Entering Kindergarten		
Slightly fewer Family Success Center members reported growth in parenting skills	10% vs. 12%	12% vs. 13%
Outcome 5 – Improved Knowledge of Effective Parenting Practices that Support Child's Learning and Early Literacy		
More Family Success Center members reported increased advocacy for their child	16% vs. 7% *	28% vs. 19%
Family Success Center and comparison group members reported equivalent growth in family support for education	9% vs. 11%	12% vs. 12%
Slightly fewer Family Success Center members reported growth in parent engagement with the child's school	16% vs. 9%	20% vs. 21%
Outcome 6 – Improved Attendance, Behavior, and Academic Performance for School-Aged Siblings through Referrals		
More Family Success Center members reported growth in their child's academic performance	18% vs. 8% *	28% vs. 9% *
More Family Success Center members reported improved child behavior in school	20% vs. 7% *	16% vs. 8%
More Family Success Center members reported better school attendance for their child	6% vs. 4%	12% vs. 4% *
Outcome 7 – Improved Physical and Mental Health		
More Family Success Center members reported gains in their ability to access healthcare	21% vs. 6% *	41% vs. 13% *
More Family Success Center members reported decreased concerns with mental health	10% vs. 4% *	11% vs. 4%
More Family Success Center members reported decreased concerns with substance abuse	6% vs. 0% *	7% vs. 1% *
More Family Success Center members reported healthier family relationships	11% vs. 7%	16% vs. 6% *
Other		
More Family Success Center members reported gains in promoting their primary language in the home	11% vs. 3% *	12% vs. 5%
More Family Success Center members reported increased involvement and leadership in the community	18% vs. 8% *	50% vs. 14% *
More Family Success Center members reported improvements in stable household composition	16% vs. 6% *	23% vs. 9% *

* denotes areas where the difference in growth between groups is statistically significant.

Quantitative Metrics

In addition to the outcomes measured on the FPA, the Family Success Center tracked intermediary indicators that demonstrate Family Success Center members' progress in priority outcome areas. Priority outcomes were identified in the pilot planning phase by conducting community listening sessions with families who have low incomes.

These metrics are unique to the Family Success Center members and illustrate services delivered in the program. The comparison group had access to these services in the community; however, they were not provided with the services in a single location, as an integrated bundle, or with intensive case management. The results below provide insight into how the Family Success Center members were able to achieve greater

progress on the Family Partnership Agreement outcomes compared to families with low incomes who did not participate in the same integrated service model.

These quantitative metrics are based on the total number served - **157 adult members** served during the Family Success Center pilot phase including members lost to attrition.

Outcome 2: Obtain and Maintain Jobs That Lead to Family Sustaining Income

- 78% (123) members have completed job readiness classes
- 5% (8) members have completed entrepreneurship classes
- 29% (45) members achieved employment since joining the Family Success Center
 - The average reported hourly wage for members who obtained employment is \$12.65
 - About 50% of the jobs obtained were full-time and 50% were part-time
- 31% (48) members entered the Family Success Center without a High School diploma
 - 25% (39) members are currently working on their GED
 - 6% (9) members received a GED and are pursuing job training courses
- 8% (12) members have taken computer skills classes

Outcome 3: Increased Financial Capability (Knowledge and Behaviors)

- 21% (33) members participated in financial capability services
- 15% (24) members received one-on-one financial counseling
- 41% (64) parents opened college savings accounts for their children

Outcome 7: Improved Physical and Mental Health

- 9% (14) members are regular participants in yoga classes
- 17% (27) people completed nutrition classes
- 7 – 10 hours per week of mental health counseling provided to members

Looking Forward

The Family Success Center pilot created positive outcomes, validated the merit of using 2-Gen and ISD approaches, and provided numerous lessons learned. United Way of Greater Greensboro aims to address open items identified during the pilot such as operating hours. In addition, scale and sustainability frameworks will be designed and implemented for Family Success Center model rollout in the most economically-challenged ZIP codes in Greensboro by 2020. The plan to scale and sustain will include:

- Codification of the ISD model – document the actions of the FSC to ensure continuing benefits and long-term progress
- Syndicating results of the pilot's key principles of 2-Gen, place-based, and integrated service delivery as the new normal to lift families with low and moderate income out of poverty – addressing the collaborative, problem-solving nature of social impact together with funder interests
- Convening existing funders, new funders and public agencies to establish system changes that support the positive community impact of FSC
- Deepening the relationship with existing members of FSC by expanding services offered to drive outcomes that lead to family supporting wages and savings accounts for emergencies
- Widening the capacity to serve more families in the existing FSC and launch three additional centers by 2020

Poverty in Greensboro Needs More Attention

Four ZIP codes in Greensboro experience disproportionately high levels of poverty with an associated lack of community resources. Families living with low incomes find it challenging to build a pathway that leads out of poverty and towards financial stability. The barriers when living in poverty are compounding and leave families feeling overwhelmed and hopeless. The workforce related skills needed to bring a family with a low income up the scale to self-sufficiency requires a concentrated and customized effort – person by person, family by family, and neighborhood by neighborhood.

ZIP Code	% of All People/ Children Below the Poverty Level	Households Earning Less Than \$15,000	Households Earning \$15,000 to \$24,999	Unemployment Rate	% of People with Less Than a High School Diploma
GSO	19.3 / 25.9%	15.4%	13.5%	8.5%	11.1%
27401	29.0 / 33.0%	27.8%	14.9%	15.0%	17.4%
27403	24.1 / 17.7%	18.0%	16.2%	8.6%	8.2%
27405	30.6 / 43.2%	23.3%	20.0%	12.2%	21.0%
PILOT 27406	24.8 / 39.3%	19.6%	13.5%	12.3%	14.4%

US Census: 2011-2015 American Community Survey 5-Year Estimates

Scaling Up Using Best Practices

While the pilot was an excellent avenue to formalize Integrated Service Delivery model in Greensboro, more expertise is needed for a full expansion of the Family Success Center Model. As of November 2016, United Way of Greater Greensboro has entered a partnership with MDC, an organization focused on building equity and opportunity. The goal is to apply MDC's expertise and experience in working with communities to scale and sustain effective anti-poverty solutions.

Together, United Way of Greater Greensboro and MDC will use MDC's tested "More to Most" strategy for successfully scaling up effective practices to meet the needs of families with low incomes across Greater Greensboro. "More to Most" is a robust multi-step process designed to take forward the best of the pilot phase, while allowing for refinement and modification as needed.

Family Success Center Model 2.0 is the Family Success Network Portal

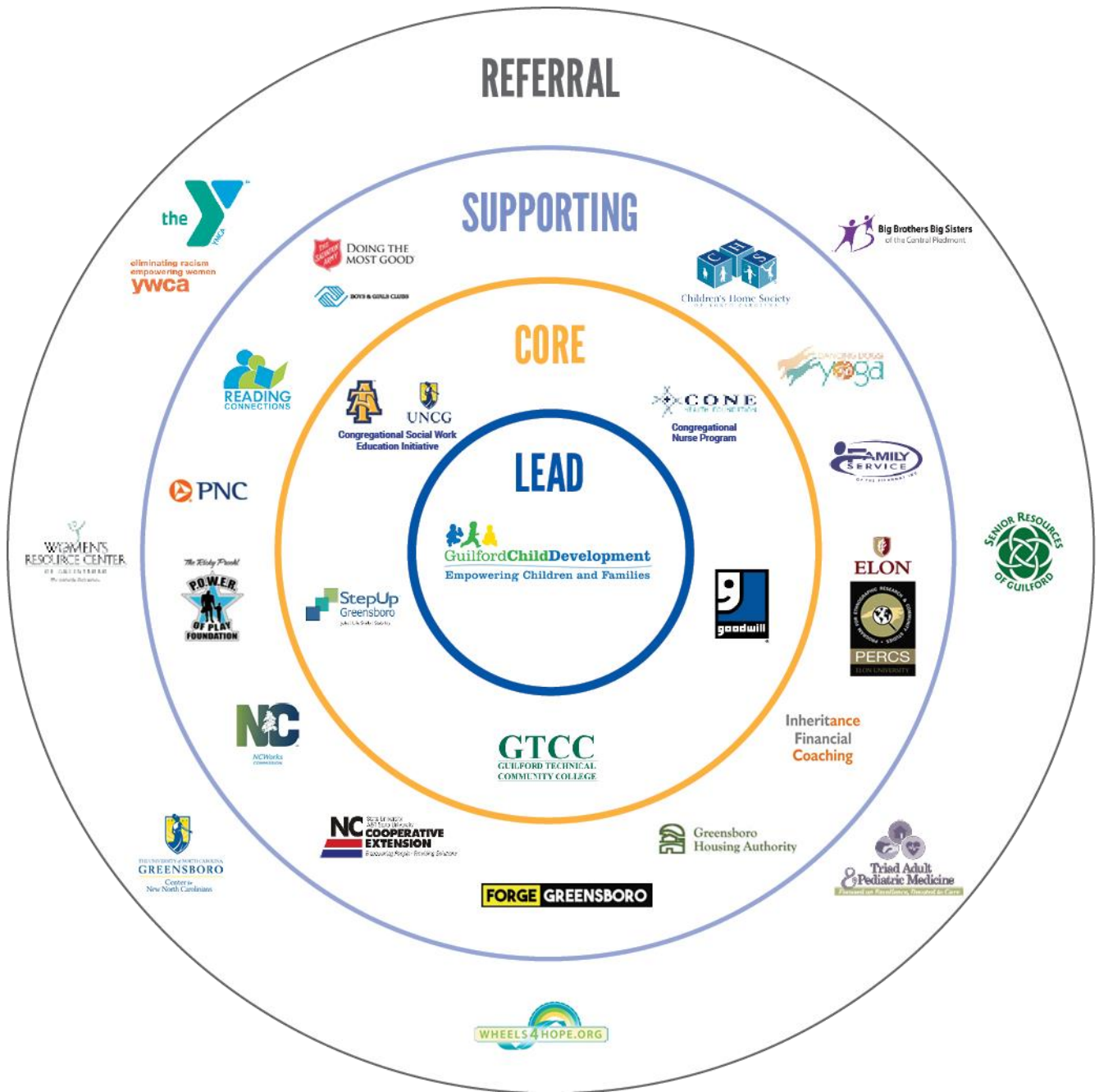
United Way of Greater Greensboro's anti-poverty efforts must extend beyond the Family Success Centers. Approximately 57,000 people need immediate attention to address generational issues that persist in poverty. The economics and scope of services to address needs and drive results for this population requires technology and an expanded collaboration of service providers.

A Family Success Network solution would act as an access portal for all eligible families to receive financial supports on topics such as free tax assistance, the Earned Income Tax Credit, and Food and Nutrition Services. Such a network instantly transforms a single service point of entry into a system for integrated solutions moving clients toward financial independence.

This effort will apply effective methods, including the Family Success Center's Integrated Services approach, and best practices to train community providers of human services, governmental services, faith supports and many others. This level of transformation will be new to the marketplace. The design and implementation of such a network will engage United Way, MDC, service providers and community leaders. The process to enroll a design team and advisory team commenced in February 2017.

"The opposite of poverty is justice." – Bryan Stevenson, Lawyer and Social Justice Activist

Partnering for Success: Integrated Service Delivery Partners



Lead: Provides daily management and oversight to ensure objectives are met.

Core: Provides ongoing and on-site integrated services and case management.

Supporting: Provides on-site and off-site services as needed.

Referral: Accepts referrals to serve Family Success Center members as needed.

Definitions

Financial Capability

Financial capability is an individual's ability to take action to improve his or her financial situation. It goes beyond financial literacy, which simply implies an understanding of how financial systems work.

Integrated Service Delivery

Integration of services goes far deeper than collaborations between partners. Integration implies that the partners are coordinating at multiple structural levels to streamline processes for participants and offer seamless service delivery. Frequently ISD involves modifying processes and procedures for all organizations involved and may include coordinated intake protocols, shared data collection and management, collaborative case management, shared funding, cross training of staff and redefining staff responsibilities.

Self-Sufficiency

Self-sufficiency is defined as the amount of income a family needs to meet all their basic expenses without relying on public support or help from other sources. According to the Self-Sufficiency Standard for North Carolina, a single parent family of three in Guilford County requires \$51,620 to independently meet their needs.

For More Information On...

Integrated Service Delivery

Financial Stability Through Integrated Service Delivery: Highlights from the United Way System
http://unway.3cdn.net/a6b53e050d6a0507f4_y0m6yx1rg.pdf

An Integrated Approach to Fostering Family Economic Success: How 3 Model Sites Are Implementing the Center for Working Families Approach
<http://www.aecf.org/m/resourcedoc/aecf-CWFfosteringFES3modelsites-2010.pdf>

Pathways to Financial Success: Findings of the Financial Progress Study of Center for Working Families Participants, <http://www.aecf.org/m/resourcedoc/aecf-PathwaystoFinancialSuccess-2010.pdf>

Whole Family Approach

Two Generation Approach – Presentation at LISC Bridges to Career Opportunities
http://www.bridgestocareeropportunities.com/files/Two%20Gen%20Approach%20to%20Family%20Economic%20Stability_Paula%20Sammons.pdf

Two Generations, One Future: Moving Parents and Children Beyond Poverty Together
<https://assets.aspeninstitute.org/content/uploads/files/content/docs/ascend/Ascend-Report-022012.pdf>

Financial Coaching

Financial Coaching: Review of Existing Research
http://fyi.uwex.edu/financialcoaching/files/2015/10/FinancialCoaching_10.1.pdf

Financial Coaching: Describing the Practice
<https://static1.squarespace.com/static/551ec22fe4b001788e2ec6a5/t/55e51d8ce4b009a63eb21ed2/1441078668876/Issue-Brief-1-Financial-Coaching-Describing-the-Practice.pdf>

This Family Success Center 18-Month Pilot Phase Report can be downloaded at
<http://www.unitedwaygo.org/our-impact/our-focus-on-poverty>