

Program Development

AFI Virtual Coffee Webinar Series
August 8, 2016



Office of Community Services
Administration for Children and Families
U.S. Department of Health and Human Services

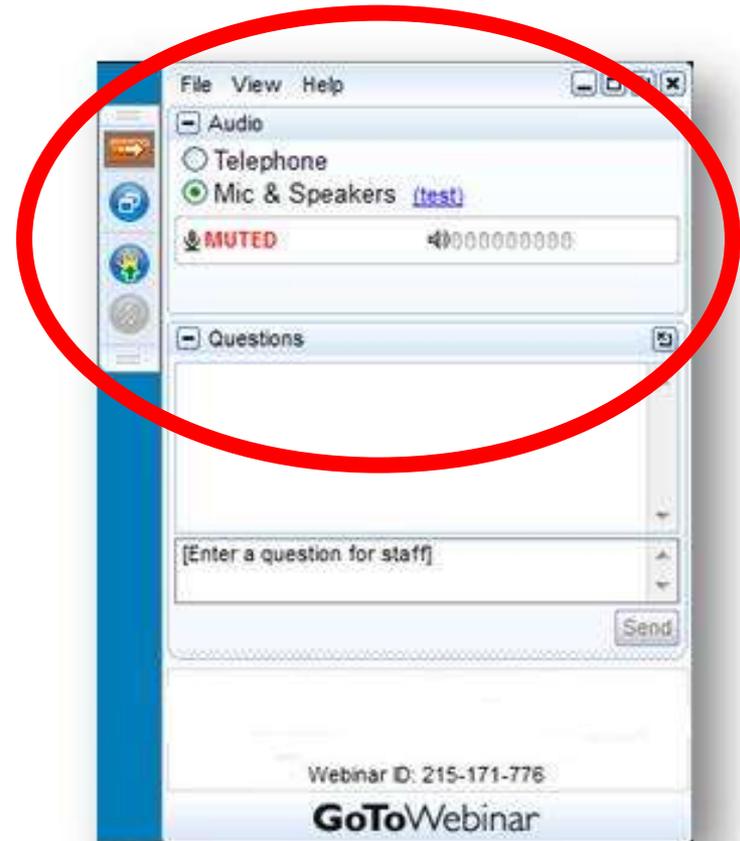


Introduction of Speakers

- Megan Bolado, CFED
- Hiba Haroon, CFED
- Nick Piper, United Way for Southeastern Michigan
- Sarah Littlefield Connor, New Hampshire Community Loan Fund

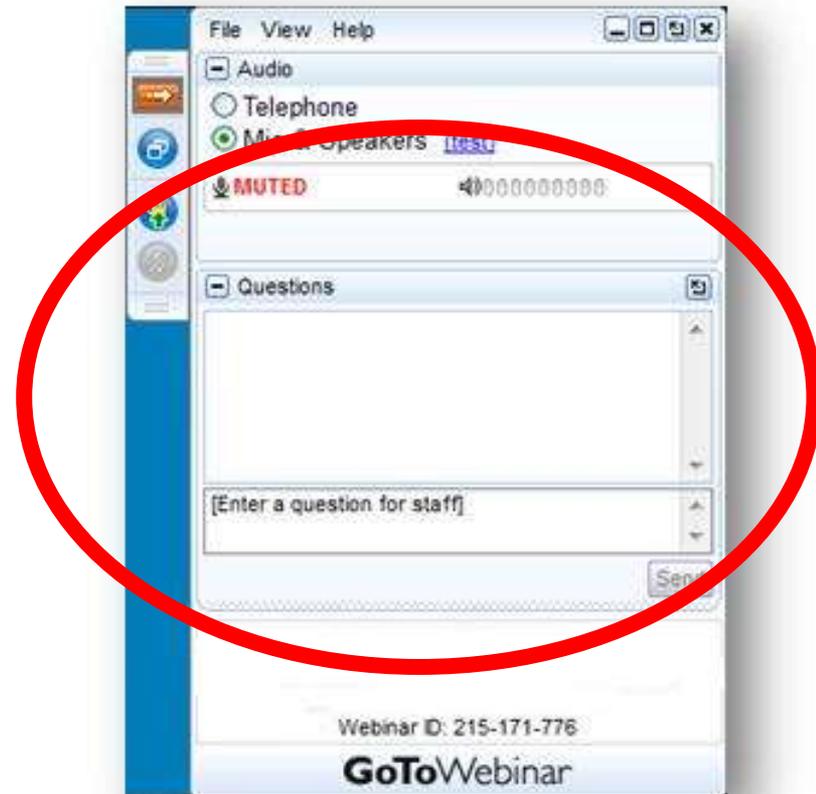
Connecting to Audio

- Having trouble dialing in?
 - Listen on your computer by clicking the option on the Control Panel.
 - Connect your speakers or a headset to your computer for best quality



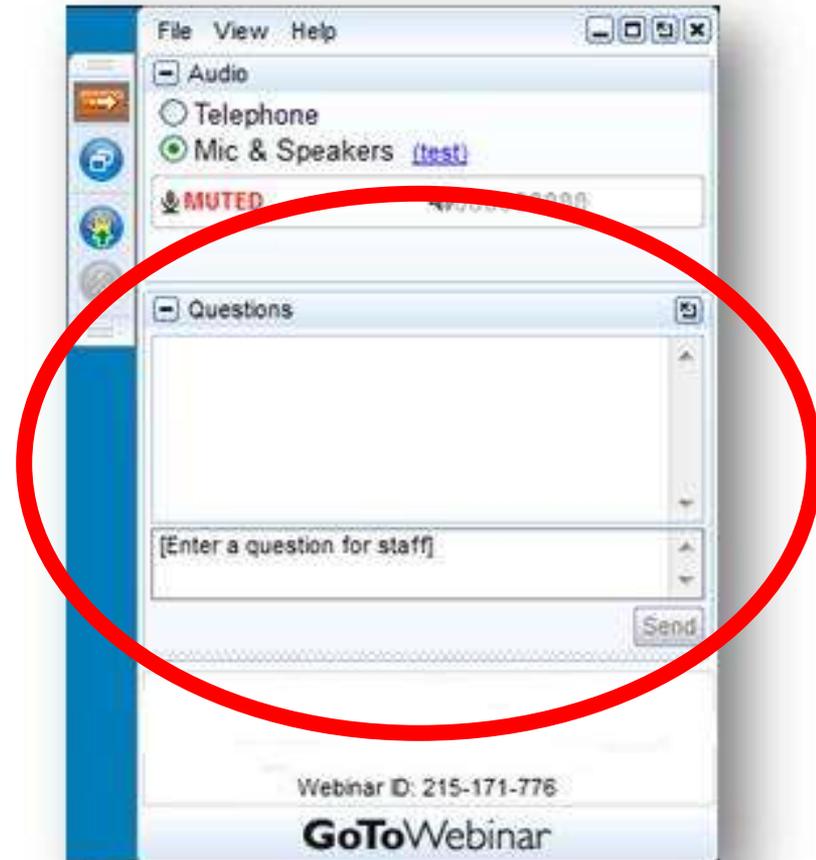
Technical Issues & Questions

- Having technical difficulties?
 - Use the questions box
 - Email ahadley@cfed.org



Housekeeping

- This webinar is being recorded!
 - All attendees are muted to ensure sound quality
 - A video recording and transcript will be available on idaresources.acf.hhs.gov at a later date.
- The webinar will last approximately 90 minutes.



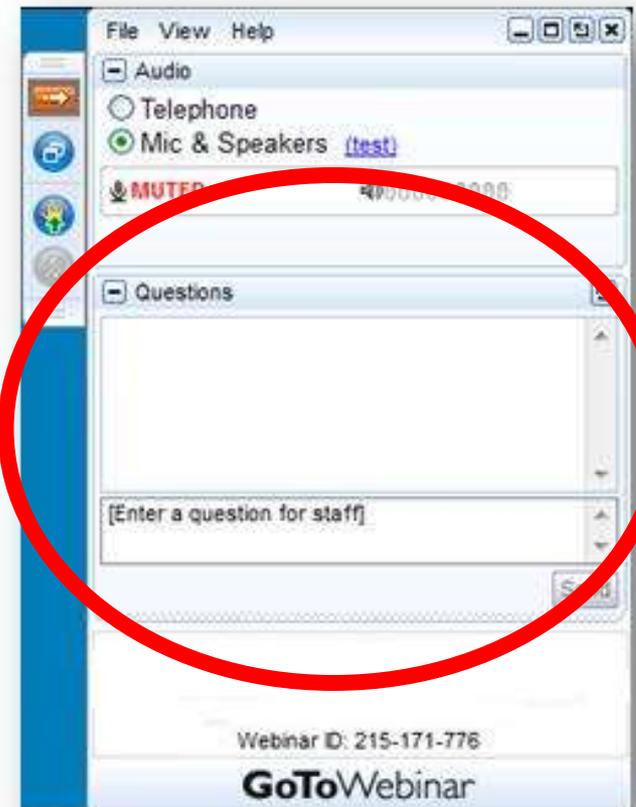
Webinar Objectives

Participants will:

- ✓ Hear about tips and tools for developing and delivering a robust, sustainable, and manageable AFI project
- ✓ Hear from fellow AFI Grantees about their program development stories
- ✓ Ask questions and share ideas for developing and delivering a strong AFI project

Questions and Comments

- Ask your questions or share comments using the box on the right side of your screen



A Few Questions For You



What is your level of experience with managing an AFI project?



What is your role with your AFI project?



Where are you in your AFI grant project life cycle?



Are you facing any of the following challenges that are making you rethink your program design?



What tools do you use that help you manage your AFI project? (write your responses in the question box)



Background

- United Way for Southeastern Michigan (UWSEM) Financial Stability Work
- Logic Behind IDA
- Placement of Accounts
- Program Design



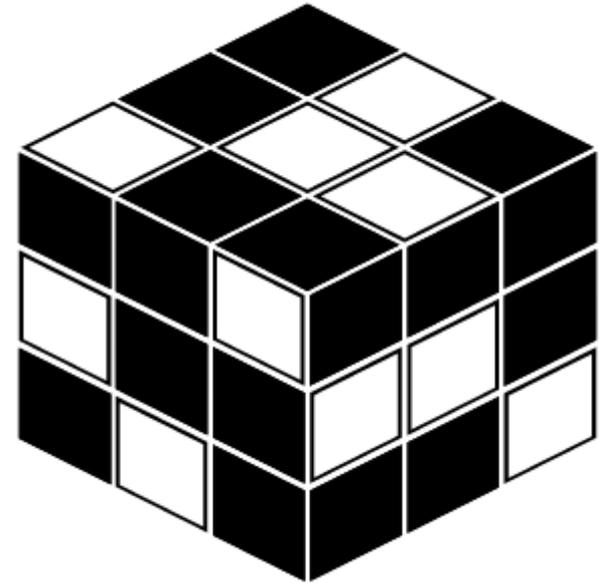
Successes/Best Practices

- Strong Financial Institution Partnerships
- State-wide IDA network
- Compliance Visits
- Centralized Data Entry (for sub-grantees)
- Strong Brand



Challenges

- Selecting Sub-Grantees
- Contract Structure
- Data Entry
 - Capacity
 - Delays
- # of Financial Institutions
- Participant Retention
 - Prepared for Asset Purchase





New Hampshire Statewide IDA Collaborative



Program Overview

The New Hampshire Statewide IDA Collaborative was formed in 2001 by the Community Loan Fund at the request of two affordable housing organizations.

Program is delivered through a statewide network of Community Partners and administered by the Community Loan Fund.

- Partners provide all training and ongoing case management with savers
- Community Loan Fund handles all back office operations including AFI grant administration, match fundraising, financial management and reporting.
- All organizations provide their own operating funds.

Program design

- 3:1 Match on \$2,000 of savings
- 12 hours of training per year
- Focus on housing (6 regionally based Community Partners) and microenterprise (1 statewide Community Partner)



Program Delivery

- **Started with 2 large AFI grants (\$590k) each in the first five years.**
- **Fully committed match and operating money from banks, tax credits and private foundations.**
- **Lots of interest from a variety of organizations across the state.**
- **Developed a proprietary database for match tracking and reporting.**
- **Assumed community partners could work with savers on any asset track but would refer to other organizations for support.**
- **Assumed there would be a huge demand for the program across the state based on early data on housing and microenterprise needs.**



Progress

- **Many participants enrolled in the beginning but never graduated.**
 - Caused us to tie up tremendous amount of match money for long periods of time.
 - Attrition rate was 65%+ for the majority of the first two grants.
- **Community partners had varying degrees of success with implementing the program.**
 - Very time consuming for people who were already very busy.
 - Hard to do only a few IDAs a year because of the steep learning curve for application and delivery.
 - Lost track of people over time
 - Difficult for community partners to provide IDAs for assets outside of their specialty.
- **Administrative management of the program was becoming increasingly time consuming.**
 - Required more and more time from Community Loan Fund staff to help community partners follow up with participants.
 - Database required lots of extra work to keep track of data correctly and provide accurate reporting as demands changed throughout the program. Very difficult to make any adjustments in the system.



Time for Change

- **Long term commitment for match with high attrition rates meant returning large amounts of money to AFI.**
- **Funding sources started to disappear so operating and match were harder to find on a regular basis. Harder to support the staff time required to manage the program.**
- **Community partners were having a hard time keeping participants on track and managing all of the ongoing program requirements.**
- **Community partners dropped out while others joined. Hard to maintain consistent program delivery and keep up with staff training.**



Redesign questions

- **How can we make this program sustainable given the new funding reality?**
 - Maximize the AFI funds that we have and determine the appropriate amount for future requests.
 - Lower the amount of match money and operating money that needs to be fundraised on an annual basis.
 - Decrease the staff time required to manage the program for the Community Partners and the Community Loan Fund.
- **How do we increase the success rate for the participants?**
 - Determine an appropriate amount of training.
 - Decrease the amount of saving required so they can achieve their goal sooner.
 - Decrease the overall participation timeframe so we can free up funds for others to participate.



New Program Overview

- **Program Design**
 - 8:1 match on \$500 = \$4,500 toward asset
 - 18 month maximum participation
 - 8 hours of financial training
 - Focus on housing and education assets based on strong Community Partners
 - Redesigned application to streamline and simplify.
- **Program is still delivered through statewide network of Community Partners with the Community Loan Fund providing all back office operations.**
 - New Community Partners have been added to expand the education asset.
 - Redesigned process reduces the learning curve for Community Partners
 - Community Partners have adapted to the 18-month time frame by enrolling participants who are closer to successfully obtaining their asset
 - Brought in a new database to manage the program and cut down on staff time required to collect and analyze data.

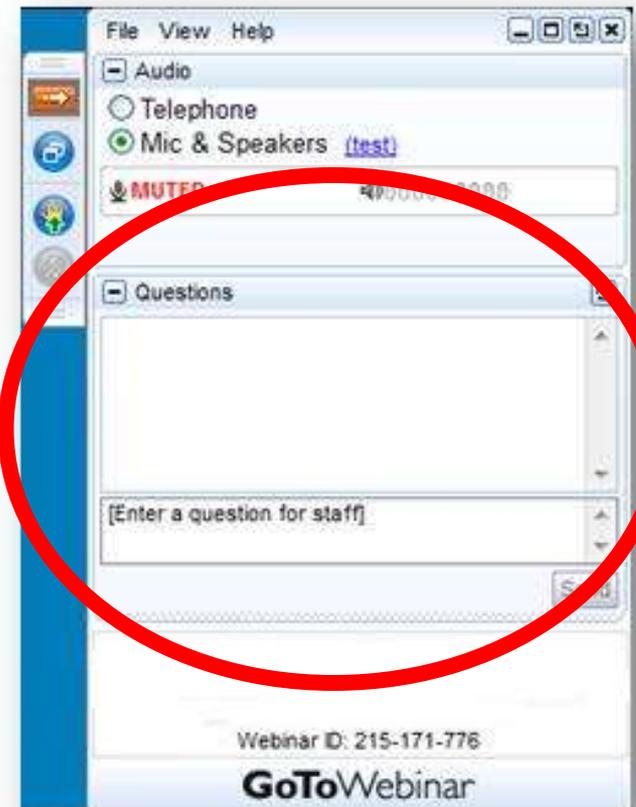


Lessons Learned

- **Simplicity**
 - By removing the complicated requirements of the original program (which were not required by AFI) the time and energy required to administer the program has decreased significantly for the participants, the Community Partners and the Community Loan Fund.
- **Timing**
 - The 18-month time frame was a big adjustment but now that we are 2+ years into this redesign the results are excellent. The attrition rate has dropped significantly and continues to decline as we phase out those that are grandfathered into the old program design.
 - Community Partners are finding it much easier to bring participants into the program when they are closer to achieving their goals.
- **Fundraising**
 - The fundraising environment changes constantly and we need to adjust our program accordingly. Streamlining our process has decreased the staff time required to implement the program which then translates into lower fundraising costs. Participants are still purchasing their assets with only \$4,000 in match money and our fundraising costs have decreased significantly.
- **Technology**
 - Bringing in appropriate technology has allowed us to cut down on administrative staff time for program delivery and reporting. We still have a long list of advancements for this area to take us to the next level.

Questions?

- Ask your questions using the box on the right side of your screen





AFI Virtual Coffee Series

- **Webinar 4: Using Social Media to Maximize your AFI Grant**
 - Tuesday, September 6, 2016 2:00-3:30 PM EST
 - The social media landscape is continually changing, and with it AFI grantees are finding new ways to communicate with their savers. In this webinar, AFI grantees will be able to discuss what's working for them in the social media space to enhance recruitment, retention, and the building of a savings habit.



AFI Resource Center

- Home: idaresources.acf.hhs.gov
 - Calendar: <http://idaresources.acf.hhs.gov/Calendar>
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- Help Desk:
 - Email: info@idaresources.org
 - Phone: 1-866-778-6037

Thank You!

