

Learning Communities Resource Center

Whole Family Approach Transformation Stories
February 6, 2019



National Community Action Partnership
1020 19th Street NW, Suite 700
Washington, DC 20036
www.communityactionpartnership.com

THE PROMISE OF COMMUNITY ACTION

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

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



COMMUNITY ACTION PARTNERSHIP

THE LEARNING COMMUNITY

Building Capacity to Increase Impact

***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!

The National Community Action Network Theory of Change

Community Action Goals

Goal 1: Individuals and families with low incomes are stable and achieve economic security.

Goal 2: Communities where people with low incomes live are healthy and offer economic opportunity.

Goal 3: People with low incomes are engaged and active in building opportunities in communities.



Services and Strategies

Employment



Education & Cognitive Development

Income, Infrastructure & Asset Building



Housing

Health/Social

Behavioral Development



Civic Engagement & Community Involvement

Core Principles

- Recognize the complexity of the issues of poverty
- Build local solutions specific to local needs
- Support family stability as a foundation for economic security
- Advocate for systemic change
- Pursue positive individual, family, and community level change
- Maximize involvement of people with low incomes
- Engage local community partners and citizens in solutions
- Leverage state, federal, and community resources

Performance Management

How well does the network operate?

What difference does the network make?



- Local Organizational Standards
- State and Federal Accountability Measures
- Results Oriented Management and Accountability System

- Individual and Family National Performance Indicators
- Community National Performance Indicators

A national network of over 1,000 high performing Community Action Agencies, State Associations, State offices, and Federal partners supported by the Community Services Block Grant (CSBG) to mobilize communities to fight poverty.

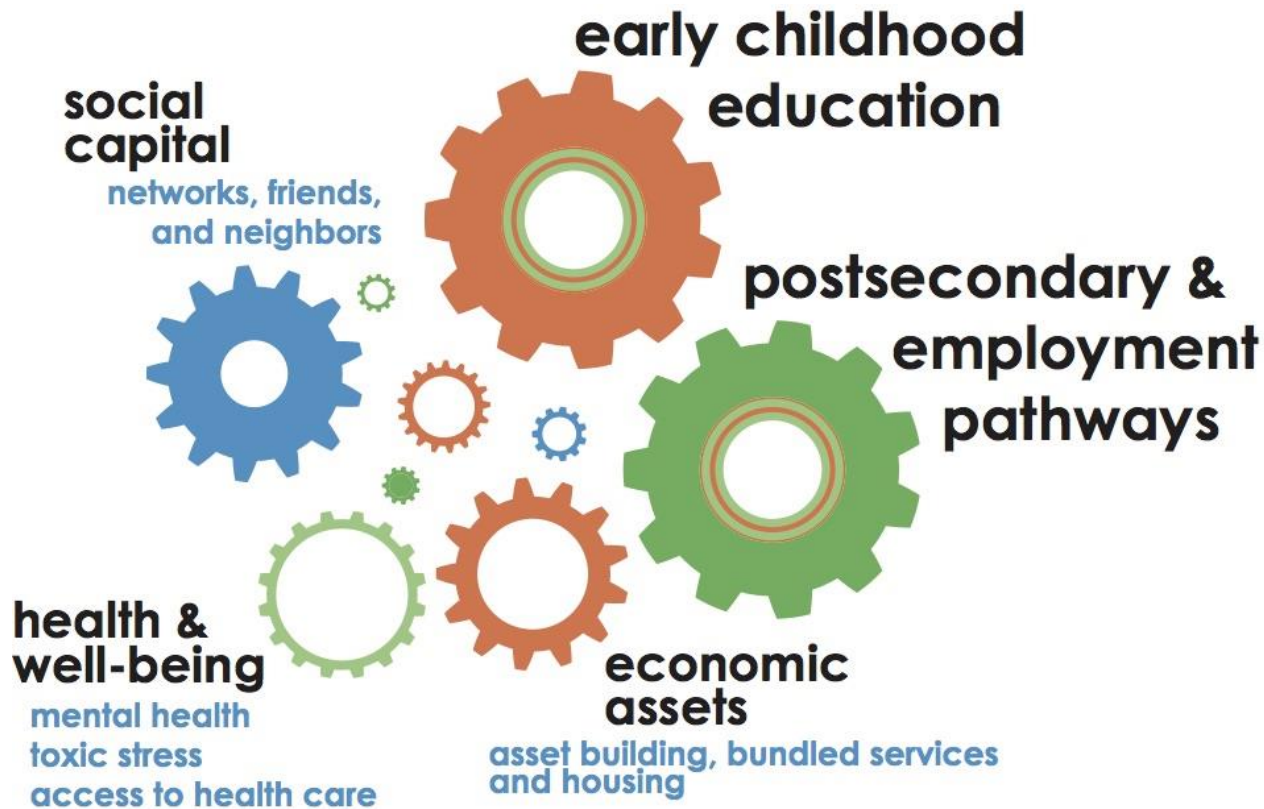


Defining the Whole Family Approach



**A Whole Family Approach
Meets the Needs of Children and
Parents *Together.***

Whole Family Approach Frameworks



[Source: Ascend at the Aspen Institute, Two-Generation Playbook](#)



COMMUNITY ACTION ECONOMIC MOBILITY INITIATIVE

- **An initiative funded by the Annie E. Casey Foundation**
 - ❑ *dedicated to breaking the cycle of intergenerational poverty through whole family approaches in Community Action*
- **Sponsored 10 agencies to participate in an 18-month cohort**

People
Incorporated
of Virginia

WHOLE FAMILY
APPROACH

TRAN FOR MA TI
NS STORIES ON

People Incorporated's Whole Family Approach

- Current programming with Whole Family potential
 - Head Start/Early Head Start
 - Comprehensive Health Investment Program (CHIP)
 - Workforce Development
 - Credit counseling and financial literacy
- Ongoing organizational work toward integrated service delivery



People Incorporated – Whole Family Theory of Change

Families receive:

- Intensive coaching focused on the goals of the family
- Bundling and coordination of services across programs by partnering with other providers

Adults receive:

- Workforce training or post-secondary education
- Parenting support
- Intensive support services including childcare and transportation assistance

Children receive:

- Preparation for school readiness
- Health and development services



As a result, families move from needing assistance to attaining **dignity** and **self-worth** by contributing in their community.

are
Stabilized

- Safe, affordable, stable housing
- Increased income

build
Assets

- Financial
- Educational
- Transportation
- Social capital and community engagement

are
Stronger

- Increase in resiliency
- Improved child-parent interaction
- Increased self-sufficiency
- Increased confidence and self-advocacy

Underlying Assumptions:

- Families are willing to give up poverty related supports as they increase their earned income
- The community can support this theory/intervention
- Our services lead to the desired outcomes
- Participants will be families who are committed and willing to actively participate in order to reach outcomes

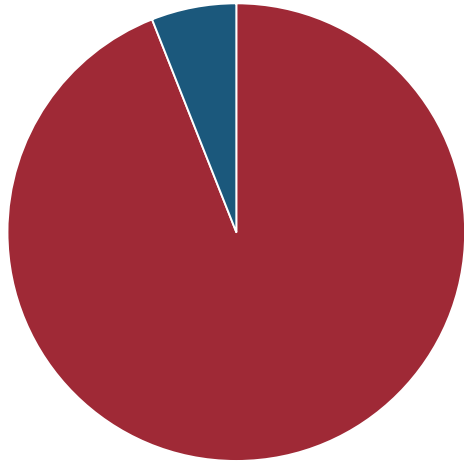
Barriers in the shift to a Whole Family Approach

- Flexible Funding
- Community Barriers
- Organizational Change

Whole Family Staff Training

- 3 trainings
- 215 staff from all departments
- Agenda designed for interaction and relationship building
 - CEO and senior leadership participation
 - Video of current client family
 - Group exercises
 - Whole Family Feud
 - Overview of whole family components
 - Staff panel
 - Action planning

Whole Family Staff Training



94% of staff said they feel more knowledgeable about Whole Family approaches as a result of this training.

“The opportunity to network with staff from other departments – this is the best way to support integrated service delivery and promote the agency as one unit.”

“The relaxed atmosphere even with senior management and the availability to express our thoughts and concerns without fears of negative feedback.”



Elizabeth Durham and her family first began working with People Incorporated in 2013 when she and her husband, Ray, purchased a home through the **Homeownership Program**.

The Durham family received **Weatherization Services** in 2016, ensuring their house operated efficiently and safely year-round.

THE DURHAM FAMILY
Bristol, Virginia

Elizabeth enrolled their youngest daughter, Oliviya, in **Early Head Start Home Based services** in 2017, which has helped Oliviya prepare for social interaction in school.

Because People Incorporated is working toward implementing a **Whole Family Approach** to providing services, Oliviya's home visitor informed the Durhams about other services that could help their family.

Through the **Employment Services Training program**, Elizabeth received budget and credit counseling, and learned soft skills that will prepare her for the workplace.

The Durhams decided to refinance their car through the **Temporary Assistance for Needy Families (TANF) Employment Services Training program** available through **Workforce Development** and **Community Economic Development**. This saves them more than \$100 a month.

2018 People Incorporated Annual Report

32 participants

earned their Career Readiness Certificate.

Success in the shift to a Whole Family Approach

- Change in organizational culture
 - Employee Engagement Council
 - Shining Stars newsletter
- Improved focus
- Better way of communicating success
- Advocacy



Next Steps

- Finalize design for a formal Whole Family program

People Inc. Whole Family Team

- Rob Goldsmith, President & CEO,
rgoldsmith@peopleinc.net
- Angie Groseclose, Chief Operating Officer,
agroseclose@peopleinc.net
- Kelli Smith, Director of Planning & Evaluation,
kesmith@peopleinc.net
- Donna Buckland, Director of Child & Family Development,
dbuckland@peopleinc.net
- Linda Midgett, Director of Community Services,
lmidgett@peopleinc.net
- Janice Belcher, Family Advocate,
jbelcher@peopleinc.net

QUESTIONS?



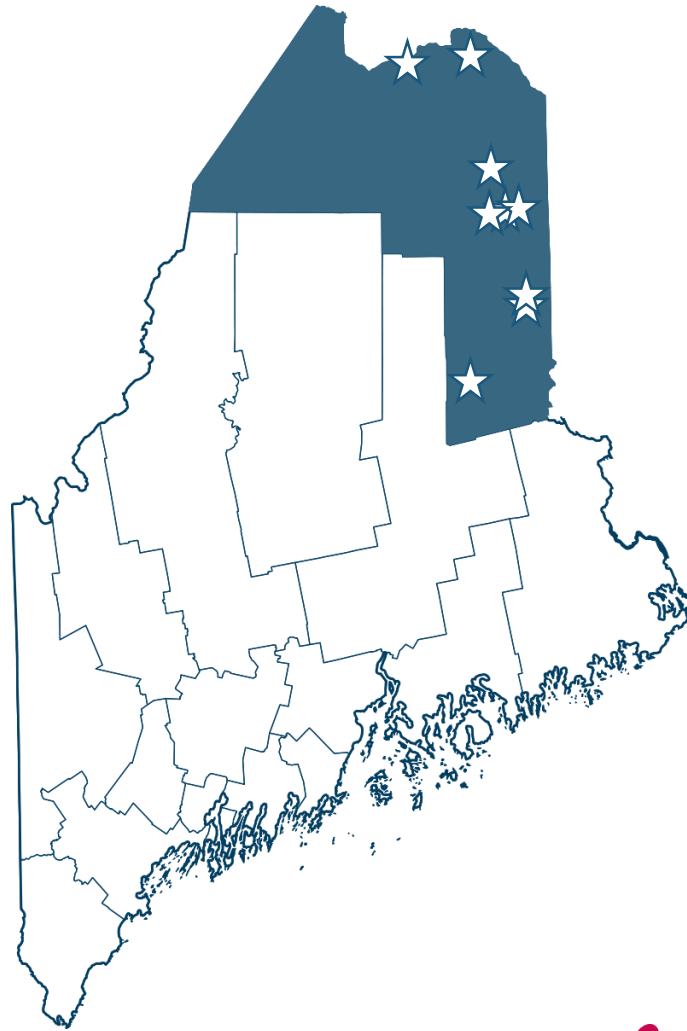
WHOLE FAMILY
APPROACH

TRAN FOR MA TI
NS STORIES ON

Aroostook
County Action
Program

Aroostook County Action Program – Whole Family Approach

- Largest County East of the Mississippi
- 6,828 square miles
- Crown of Maine
- 9 service locations



Family Council





Aroostook County Action Program

We Make Life Better!

Whole Family Theory of Change

Family- Centered Coaching

Social Capital

- Reducing Isolation
- Increasing positive relationships



Workforce

- Job Training
- Education
- Transportation
- Childcare



Stability

Health and Wellness

- Access to Healthcare
- Healthy Behaviors



Economic Assets

- Affordable, stable housing
- Transportation
- Savings



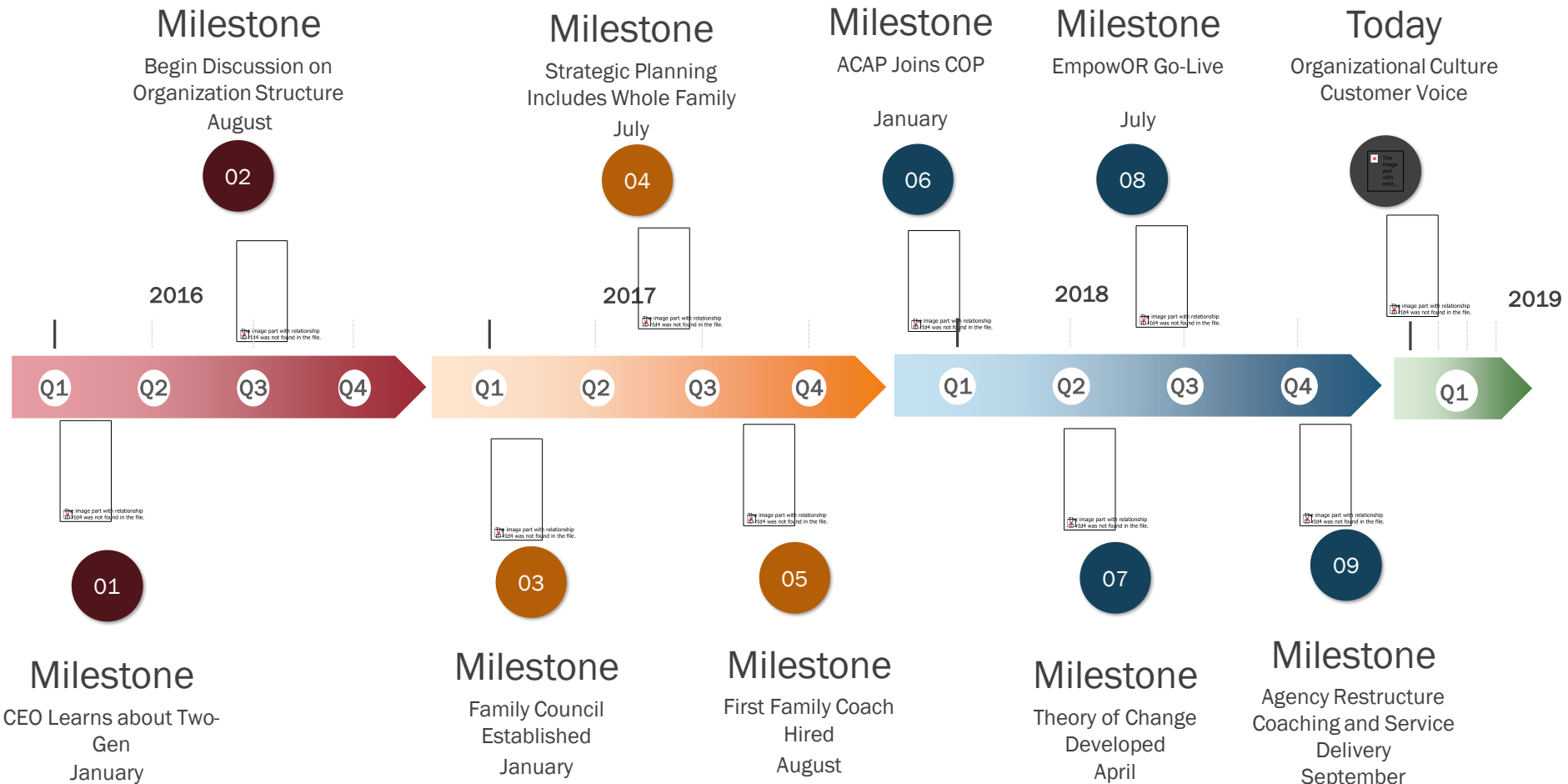
High- Quality Early Childhood Education

- School readiness
- Social and emotional health

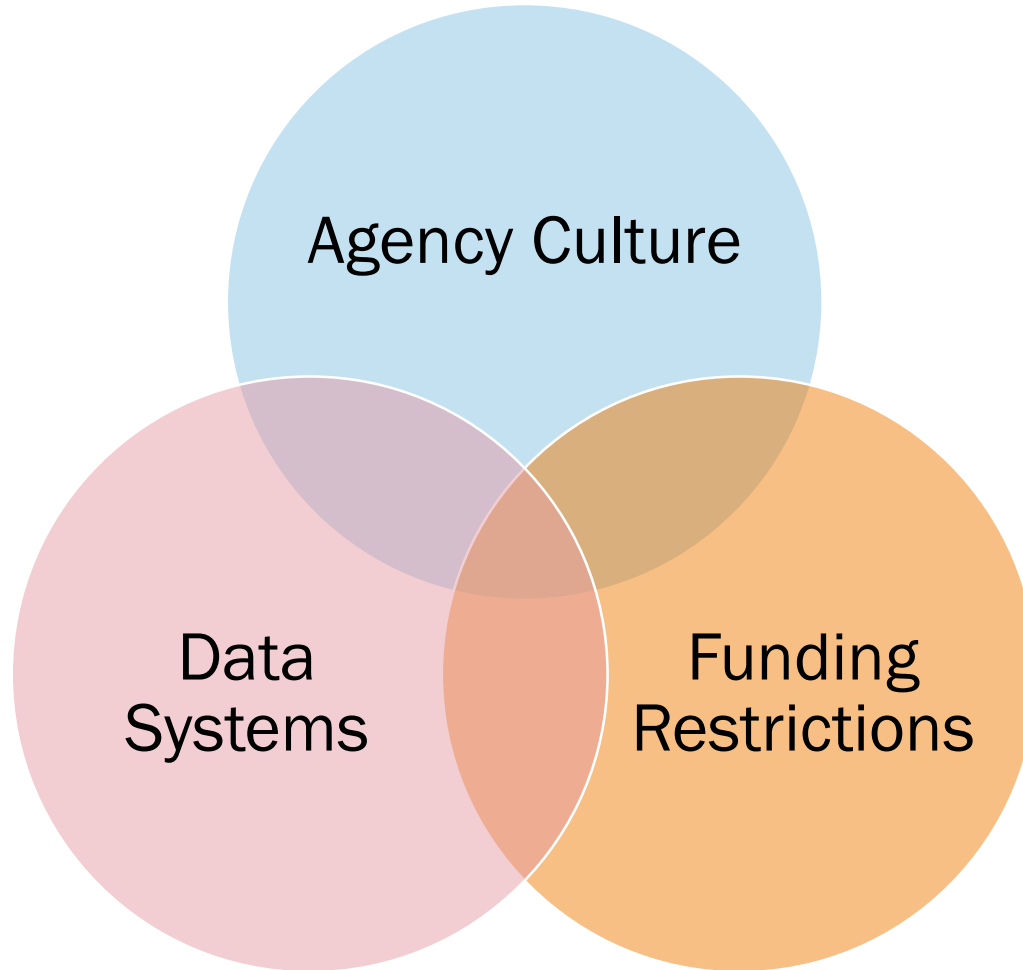


Data and Ongoing Program Evaluation

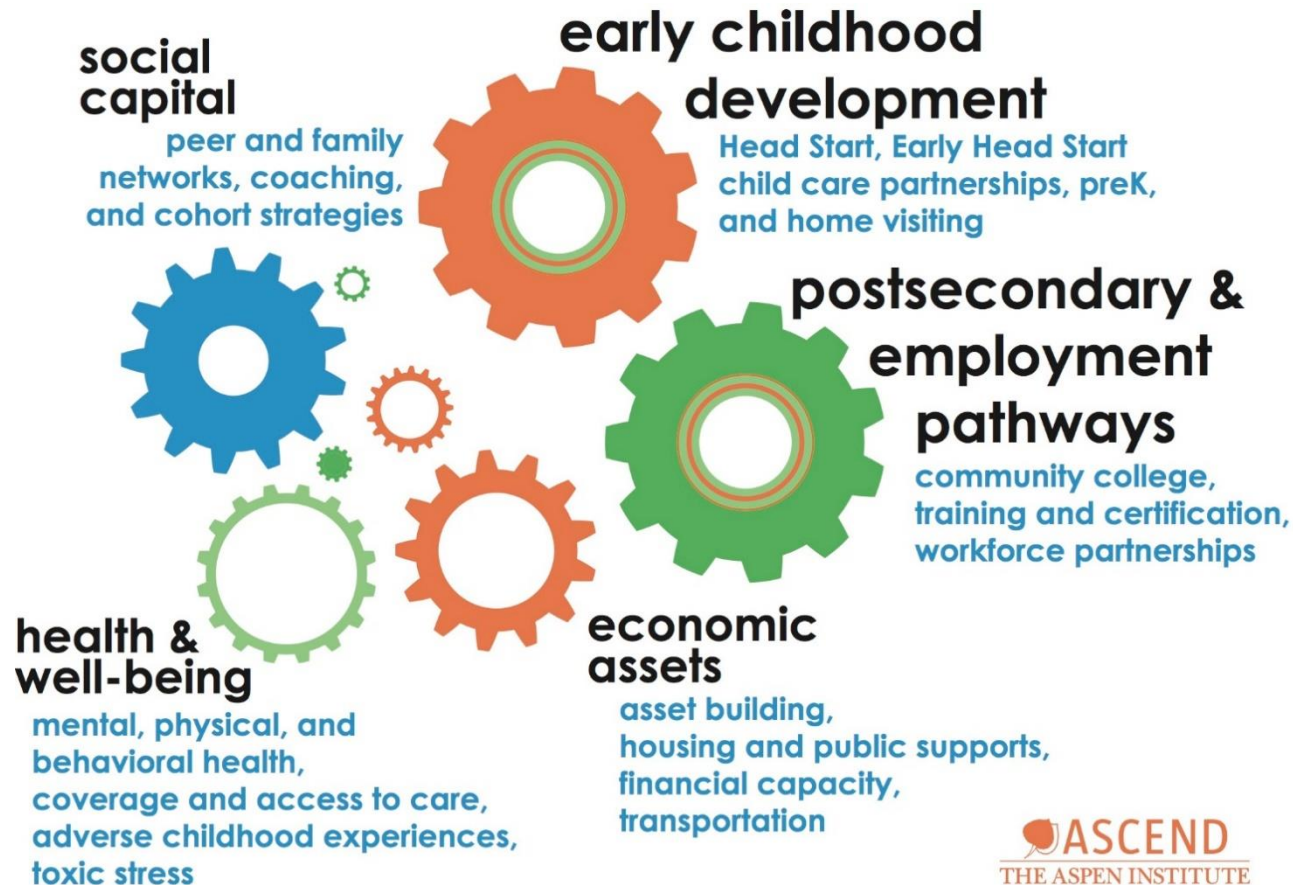
Our Transformation Timeline



Challenges and Barriers



When it all came together



 **ASCEND**
THE ASPEN INSTITUTE

Changes



What does success look like?



Words of Inspiration

patience
persistence
breathe
caring
yes
success
mindful
encouragement
community
resilience
Centered
courage
create
focus
kind
hope
empowered
believe
accomplish
explore
change
dream
client
appreciate
give
faith
inclusion
holistic
learning
journey
commitment
excel

A photograph of a red staircase with a grey door on the left. The text 'Next Steps' is overlaid in white serif font on the red wall.

Next Steps

- Better capture customer voice
- Build capacity of central data system

Possibilities



Questions or Comments?

Contact

Jamie Chandler

jchandler@acap-me.org

207-554-4102

QUESTIONS?



Blueprints

WHOLE FAMILY
APPROACH

TRANS FOR MA TION
STORIES

Our Services...



MIND

Early Head Start
Head Start
PA Pre K Counts
Adult Education
Truancy Prevention
Family Literacy
Postsecondary Transition
Computer Classes
Getting Ahead
Little Free Libraries



HOME

Foster Care
Adoption
Home Ownership
Housing Counseling
Mortgage Foreclosure
Mitigation
Child & Family Welfare
Transitional & Independent
Living



HEALTH

WIC
Senior Centers
Nutrition
Education
Meals on Wheels
RSVP
Care Management
Ombudsman



WALLET

Financial Literacy
Budget Counseling
Matched Savings
Job Development
VITA
A Little LIFT
Work-Based Learning

...and our Ah-ha moment



Theory of Change



Goal: Families become self-sufficient through engagement in early learning, adult education, family strengthening services and career pathways.

Early Learning Families	Services	Strategies	Outcomes
<p>Children in Early Head Start/Head Start/Pre K Counts</p> <p>Parents, caregivers, guardians of children</p> <p>All household members</p>	<p>Early Learning</p> <p>Adult Education</p> <p>Financial Literacy</p> <p>Asset Building</p> <p>Parenting Education</p> <p>Family Coping ,Skill Building & Growth</p> <p>Post Secondary Education</p> <p>Career Pathways</p> <p>Social Networks</p>	<p>Quilted Services</p> <p>Comprehensive Whole Family Plans & Focus</p> <p>Barrier Elimination through community engagement</p> <p>Ongoing Evaluation & Improvement</p>	<p>Children meet developmental milestones</p> <p>Children increase school attendance & success</p> <p>Adults increase literacy, attain GED, post-secondary education</p> <p>Adults secure family sustaining jobs</p> <p>Families increase coping & functioning</p> <p>Families acquire assets and social connections</p>

Our 2GEN Approach



Family &
Community
Well-Being



Career Pathways



Barrier
Elimination



Organizational
Change



Our 2GEN Project Design

Children	Parents	Family
High quality early childhood education	Needs assessment & goal planning	Family success goal plan
Nutritious meals & snacks	Educational assessment, GED, adult basic education & computer classes	Monthly family meetings with dinner, speaker, activities & community connections
Health & developmental screening	Vocational assessment, career pathway map & goal plan	Referral/advocacy for services (transportation, housing, etc.)
Mental health, disabilities, health services as needed	Classes including family coping, financial literacy, self-awareness & leadership skills	Barrier elimination as needed (to support family advancement on goals)
Transition support to public school, homework help & other supports for school age children	Job development, preparation & placement	Participation incentives & rewards for goal achievement (gas cards, movie tickets, dinner out, etc.)

Milestones – Year One

- 24 families actively engaged
- 2GEN Coordinator funding secured
- “Guiding Coalition” engaged
- Families Growing & Learning Together curriculum created
- Outcomes tracked & data collection system implemented

Challenges – Year One

- Organizational integration
- Sustainable & dedicated funds
- Tactical vs. strategic efforts



Outcomes – Year One

- 4 postsecondary education enrollments
- 1 postsecondary education graduation
- 6 secured employment
- 2 gained assets

Success!



INSPIRATION

Danielle's Story

<https://youtu.be/sSTQ4EUDf7A>

A photograph of a red staircase with a grey door on the left. The text 'Next Steps' is overlaid in white on the red wall.

Next Steps

- Family-Centered Coaching agency-wide
- Increase “Guiding Coalition” buy-In
- Morph 2GEN into an agency-wide approach vs. a program

For More Information:



Mallory McHugh

724/225-9550 ext. 486

mmchugh@myblueprints.org

QUESTIONS?



WHOLE FAMILY
APPROACH

TRAN FOR MA TI
NS STORIES ON

Mississippi County,
Arkansas, Economic
Opportunity
Commission

MCAEOC Holistic Family Approach

MCAEOC, Inc. focuses on reducing and eliminating intergenerational poverty by providing holistic, wrap-around programs, services, and support to parents, children, and families.

Addressing poverty requires both **immediate action** to support families in need, and **long-term investments** in future generations.

Rural IMPACT

As a part of the Rural IMPACT pilot, MCAEOC, Inc. selected 50 families to receive intensive case management and family strengthening, in addition to other services and resources. This demonstration produced outcomes for those families and allowed our agency to take an in-depth look at how we link the success of parents, children, and families.

Mississippi County, Arkansas, Economic Opportunity Commission, Inc.

Whole Family Theory of Change for increased self-sufficiency, economic security, health and well-being, and educational success for multiple generations.



Families that thrive, create a better Mississippi County, Arkansas.

Milestones

- Buy in from key stakeholders and community partners (including Governor and Legislators)
- Shift in mindset of staff and management team
- Development and Implementation of Parent Empowerment
- Established One-Stop Community Service Center



Barrier to Success

-Implementing a shared tracking system for partners and key stakeholders

Ah-ha Moment!

-Looking back and allowing the families to tell how the approach has impacted their lives...

Our agency has shifted from being service providers to a multifaceted support system for upward mobility and family strengthening.

Success!!

- Families reached short, medium, and long-term outcomes with staff support.
- Participants prepared for and purchased their first home.
- Associate and Bachelor's Degrees Obtained
- New Jobs and Increased Wages
- Family Engagement Increased
- Expanded Services and Partners

We are one agency with a common agenda.

This experience has forced us to break down silos and operate as one. Overall communication and collaboration has improved. We understand that we all share a mutual goal, which is to enhance the lives of the children, parents, and families that we serve.



Next Steps

- Expand parent empowerment and intensive case management to every family who receives services
- Insure all staff understand the importance as well as how to implement holistic practices

Endless Possibilities

When our agency stands in the gap between deficiency and self sufficiency, children and families gain access to the resources needed to break the restraints of intergenerational poverty.

Families that thrive create a better, stronger community for us all.

MCAEOC, Inc.

1400 N. Division
Blytheville, AR 72315
870-776-1054

Priscilla Johnson, Executive Director

cilla.johnson@sbcglobal.net

ext. 35

Randon R. Caruthers, Family Navigator

caruthersrandon@gmail.com

ext. 47



QUESTIONS?



Total
Community
Action

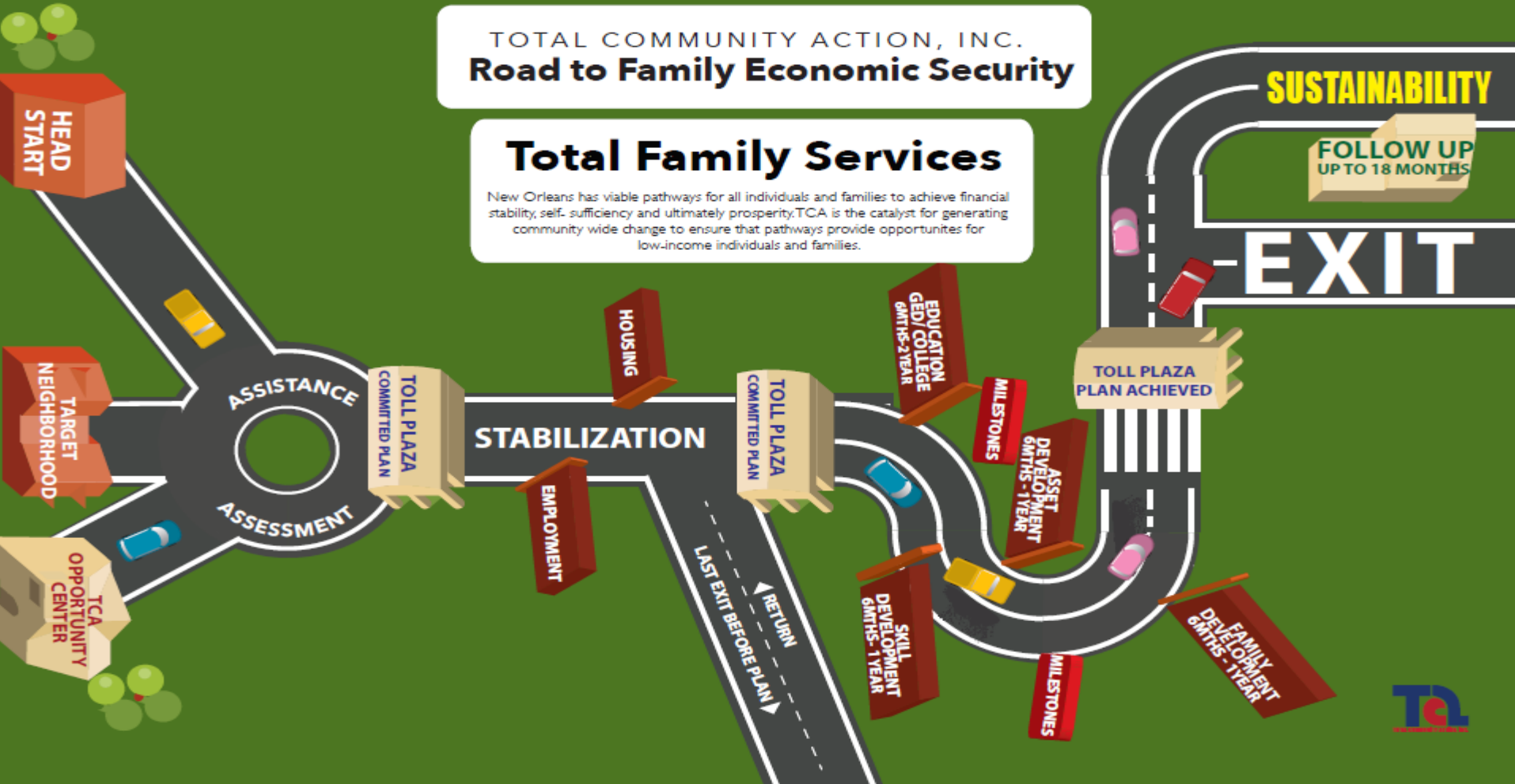
WHOLE FAMILY
APPROACH

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TOTAL COMMUNITY ACTION, INC.
Road to Family Economic Security

Total Family Services

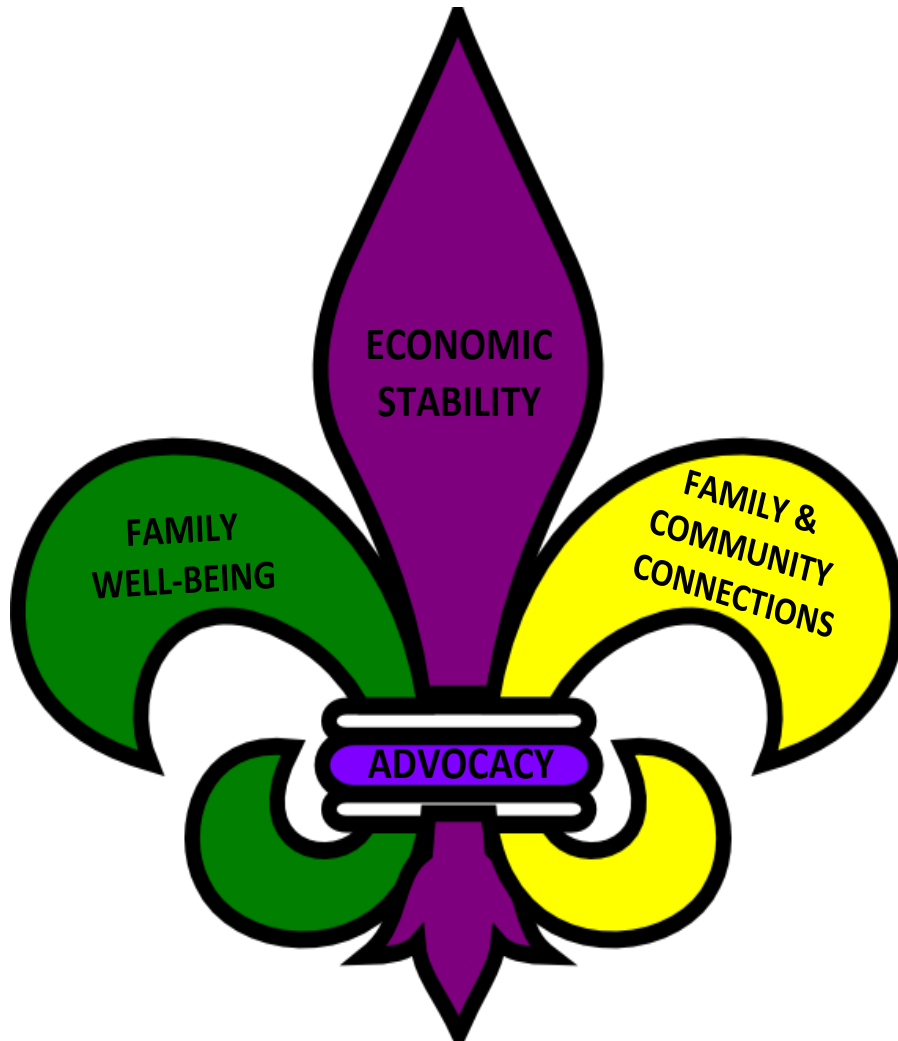
New Orleans has viable pathways for all individuals and families to achieve financial stability, self-sufficiency and ultimately prosperity. TCA is the catalyst for generating community wide change to ensure that pathways provide opportunities for low-income individuals and families.



TOTAL FAMILY

Total Family is a comprehensive family empowerment service delivery system; designed to support individuals and families as the work to the achievement of sustainable economic opportunity.

Total Family Services



WORKFORCE DEVELOPMENT/EMPLOYMENT SERVICES

FINANCIAL FUTURES

EDUCATION/OCCUPATIONAL SKILLS TRAINING

HOUSING

FOOD

HEALTH

EARLY CHILDHOOD EDUCATION

UTILITY ASSISTANCE/EDUCATION

PARENTING EDUCATION

CIVIC ENGAGEMENT & COMMUNITY INVOLVEMENT

POVERTY REDUCTION

Theory of Change

- The Total Community Action, Inc. Theory of Change (Total Family) is rooted in the belief that by providing low income families with comprehensive family centered case management and coaching, as well as, access to necessary family appropriate services and resources, families will commit and actively engage in goal achievement and ultimately economic security.

Implementation Milestones

- Engage family voices through journey mapping
- Increase in the number of families enrolled in Total Family
- Refined tools that support and strengthen data collection
- Expanded initial COP group
- Defined key building blocks of our two-generational approach

Logic Model

Theory of Change

- Achieved organizational acceptance of the agency's TOC
- Case Management retreat to build capacity and introduce family centered coaching
- Aligned/Expanded internal/external resources in support of families

Challenges

- Staff Turnover
- Program Silos
- Leadership and program buy-in
- Implementation
- Data collection
- Data analysis

Ah-ha

- Through peer to peer exchanges, other agencies are experiencing the same challenges in implementing and enhancing whole family approaches
- Assessment tool needs ongoing refining

What changed?

- Agency culture shifting
- Increased knowledge of outcomes rather than outputs
- Organizational alignment (mission, services, client outcomes)

What Success looked like



Building Staff Capacity
In Family Engagement



Poverty

Words of Inspiration

- Celebrate success,
no matter how small
(the small wins)

Next Steps

- .. Enhance common sets of standards of care for TCA family case management
- .. Expand external collaborative partnerships/ building resources for multi-generational families
- Bi-Annual Client Assessment/Feedback process (customer-focused)



Family/Community Impact

Low- income families are economically secure and can live independently.

New Orleans has viable pathways for all individuals and families to achieve financial stability, self-sufficiency and ultimately prosperity.

Team TCA

Thelma Harris French – President & CEO

thelma.french@tca-nola.org

Glenis Scott Sr. – Director of Community and Energy Services

glenis.scott@tca-nola.org

Sidney Monroe – Opportunity Center Manager

sidney.Monroe@tca-nola.org

Jonika Julian – Family and Community Services Manager

jonika.Julian@tca-nola.org



QUESTIONS?



WHOLE FAMILY
APPROACH

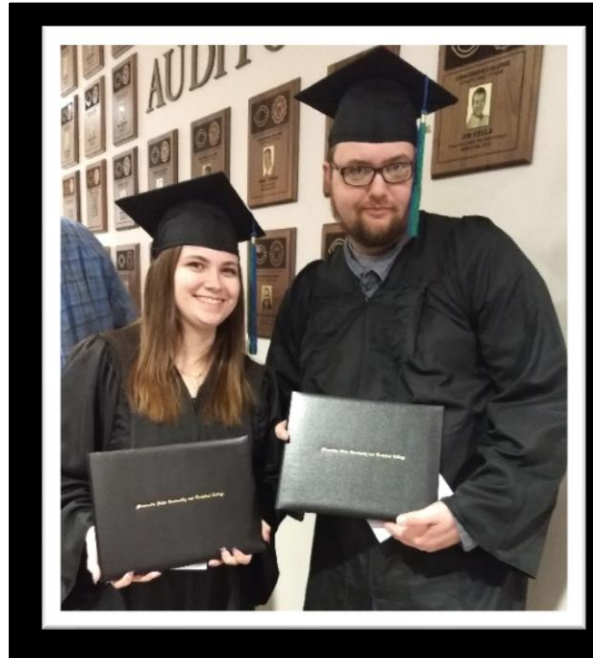
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Mahube-Otwa
Community
Action

**WHOLE FAMILY
APPROACH**

**COMMUNITY
OF PRACTICE**

MOVING WHOLE FAMILIES TOWARDS 200% FPG



**Quality Higher Education + Quality Early
Childhood = Whole Family Outcomes!**

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
 - Economic Assets
 - Health & Wellbeing
 - Social Capital
 - Post-Secondary & Employment Pathways

Equity

- Monthly Board Discussion items / book group on diversity
- All staff encouraged to take Harvard's Implicit Bias Test
- Intercultural Development Inventory Qualified Administrator
- Friday Film Fests & Discussion on aspects of inclusion
- Agency-wide recognition Days

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Policy Change

- Formed Public Policy Committee
- Chair the MinnCAP statewide legislative committee
- Urban Institute Study with families on low-wage employment barriers
- Presentations to state officials
- Family participation at Days on the Hill in St Paul and DC

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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

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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

MAHUBE-OTWA WHOLE FAMILY BUILDING BLOCKS

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Staff work across programs

- Changed seating arrangements for some staff for better coordination
- Developing cross-training for Housing and Head Start Staff

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Account for outcomes

- Board set strategic direction, focused on moving families to 200% FPG
- Employees report increased ability to use data for making decisions (53% to 73%)

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Early Childhood

- Created new position: Child Care Collaboratives Manager
- Worked with school district to perform home visits.

MAHUBE-OTWA WHOLE FAMILY BUILDING BLOCKS

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Economic Assets

- Created new position: Stabilization Services Manager
- Community education on asset-building strategies

MAHUBE-OTWA WHOLE FAMILY BUILDING BLOCKS

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Health & Well-being

- Efforts to reduce staff stress
- Increased emphasis on ACEs
- Increased emphasis on reproductive health

MAHUBE-OTWA WHOLE FAMILY BUILDING BLOCKS

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Social Capital

- Perham Navigator Pilot pairs families with community members for social connections
- Strategic goal of reducing stigma

MAHUBE-OTWA WHOLE FAMILY BUILDING BLOCKS

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 - **Post-Secondary & Employment Pathways**

Post-Secondary & Employment

- Employability Initiative works with parents on stackable credential career pathways
- New partnerships with tech college, nursing homes, etc
- New staff position: Employment Case Worker

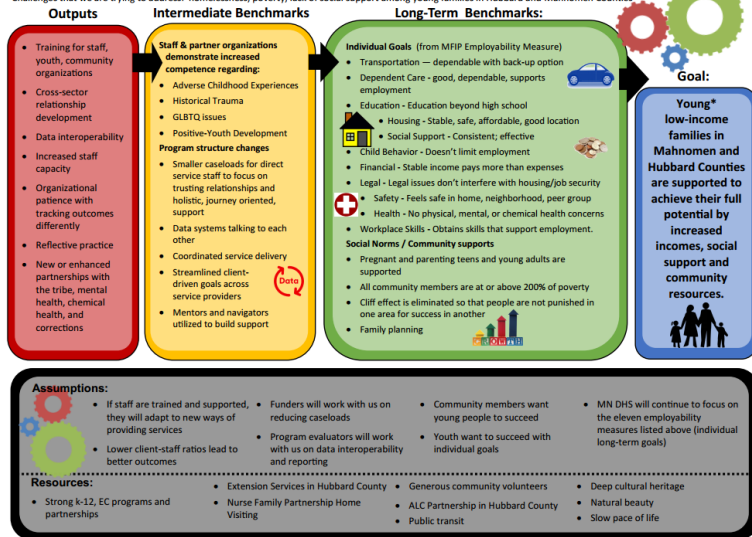
THEORY OF CHANGE

- **Problem:** emphasis has been on crisis management
- **Innovation:** reduce caseloads; increase relationship-based approaches; empower frontline staff; remove hurdles; address equity; set bold goals and track outcomes

- **Goal:** for Head Start and Housing families that are past their immediate crisis but demonstrate commitment to goals, increase investment to set them on paths they identify that lead to 200% FPG

MAHUBE-OTWA Theory of Change

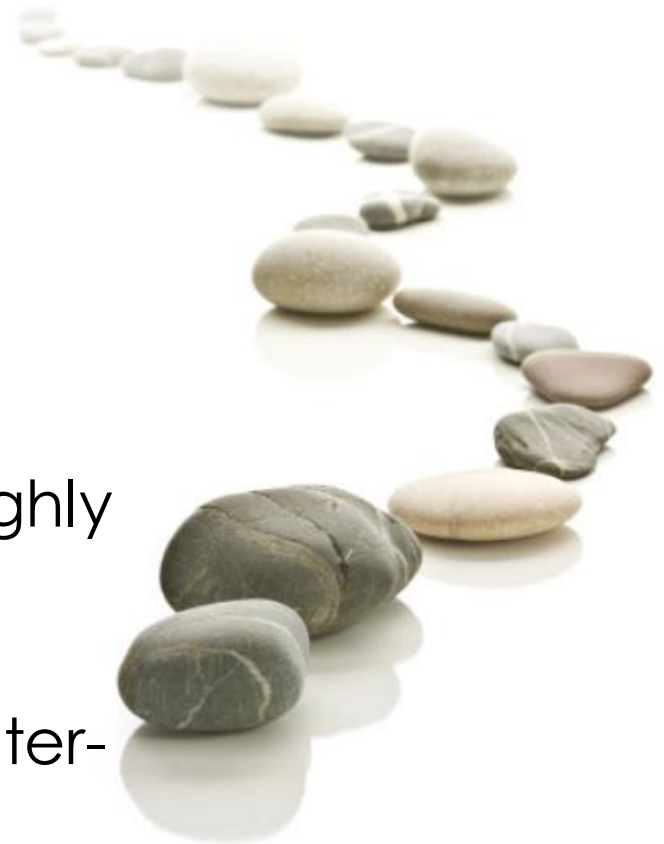
Challenges that we are trying to address: homelessness, poverty, lack of social support among young families in Hubbard and Mahnomen Counties



* Head of household is between the ages of 16 and 24. 05/2018

KEY MILESTONES

- Identifying organizational values
- Board setting strategic direction
- Changes in org structure
- 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



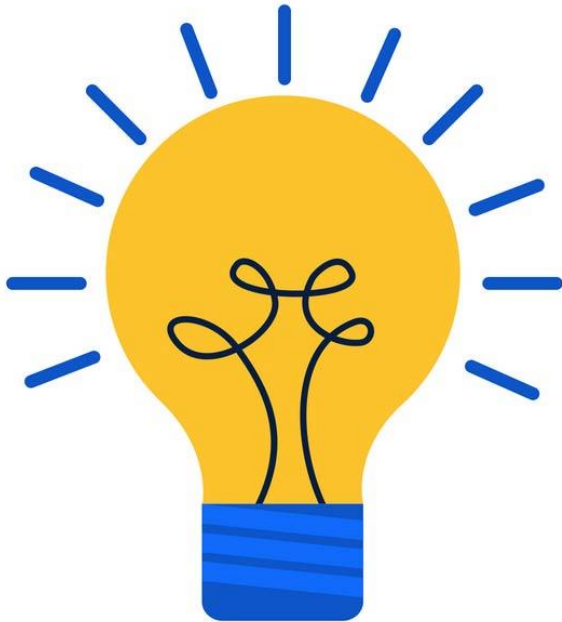
KEY CHALLENGES



- Limited amounts of new funding means limited staff time to change systems;
- Organizational culture change takes time to ensure continuous forward momentum

AH-HA MOMENTS

- Working on culture, values, outcomes, empowerment each create small wins along this journey
- Small changes can have great impact
- Coordination across departments has resulted in small perks like reduced costs for everyone for having an agency block for conference registrations



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



What are our next steps?

- Cross-training front line staff
- Agency-wide communication on Whole Family strategies / successes / setbacks

CONTACT INFO

MAHUBE-OTWA Community Action Partnership

www.mahube.org

Facebook: /mahubeotwa

Michelle Wilkowski, Head Start Director

mwilkowski@mahube.org

Chandler Esslinger, Family Health Coordinator

cesslinger@mahube.org

Jenny Hagen, Data Analyst

jhagen@mahube.org

QUESTIONS?



Contact Info

Tiffney Marley, CCAP, NCRT

Vice President, Practice Transformation

– tmarley@communityactionpartnership.com