

A group of four people are seated around a light-colored conference table in a meeting room. On the left, a man in a red and white striped shirt is looking towards the center. Behind him, a woman with long dark hair in a grey patterned sweater is listening. In the foreground, the back of a woman with long dark hair is visible. On the right, a man in a blue and white checkered shirt is writing in a notebook. The table is cluttered with a laptop, a patterned paper cup, a water bottle, pens, and a document titled "Network Vision 2".

**FINANCIAL  
CAPABILITY  
NETWORK**  
of Central Ohio

# THE FINANCIAL CAPABILITY NETWORK OF CENTRAL OHIO

2017

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This report documents the process engaged to build an inclusive Financial Capability Network in Columbus, Ohio and highlights the emerging framework for the network itself.

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# EXECUTIVE SUMMARY

## CONTENTS

- Vision and Goals
- Network Membership
- Network Convening
- Network Structure

In 2017, a group of community members, practitioners, and funders convened with the goal of strengthening financial capability efforts in the Columbus region. Their work began by engaging consumers to deeply understand consumer experience with financial capability. They moved from listening to action by focusing on the development of a strong, inclusive network of financial capability stakeholders. Over the course of that year, this diverse group organized in action teams and designed key aspects of the network's foundation.

# VISION AND GOALS

Based on best practices and grounded in network-wide dialogue and participatory decision-making, the following vision, goals, and metrics were developed to drive collaboration and and serve as a starting point for the nascent network. These goals and metrics span multiple systemic levels, including the individual consumer, organization, network, and macro-levels.

NETWORK VISION

**Working together**  
to build the financial  
capability of the  
Columbus region.

# OUTCOMES

## INDIVIDUAL CONSUMER FOCUSED

### GOAL

Empower customers in achieving financial capability.

### OUTCOMES

- Set financial goals and align financial behaviors and resources to reach goals
- Gain and exercise financial knowledge
- Track spending and make intentional spending decisions
- Develop financial self-efficacy (confidence)
- Maximize sources of income to cover monthly expenses
- Secure adequate asset and financial risk protection
- Assess and use appropriate financial products and services
- Select and use credit appropriately
- Plan ahead and save for the future

## ORGANIZATION FOCUSED

### GOAL

Create a set of shared best practices of financial capability.

### OUTCOMES

- Build shared knowledge of existing resources within network
- Increase collaboration and coordination with other network members in the provision of resources
- Increase resource availability
- Increase in number of customers accessing resources
- Increase data sharing with other network members
- Strengthen community engagement efforts to better inform organizational policies and practices
- Inform, adopt, and apply network best practices
- Evaluate program offerings based on network members

# OUTCOMES

## NETWORK FOCUS

### GOAL

Act as an organized continuum of care.

### OUTCOMES

- Develop set of best practices, continuously informed by customers and frontline workers
- Advocate at the city, region, state, and national levels for policy change
- Inform and shape funding decisions and structures
- Engage inclusive membership of key stakeholders in the financial capability system—funders, service providers, customers (across income levels)
- Collect and share data across organizations
- Tell the stories of customer and organizational impact
- Develop shared definitions and metrics
- Become recognized nationally as leader in financial capability

## (MACRO) SYSTEMS FOCUS

### GOAL

Advocate for the financial capability of the entire region, ensuring all resources are accessible by all.

### OUTCOMES

- Housing (i.e. prepared as qualified renters/homebuyers; securing and maintain stable housing)
- Employment (i.e. secure stable employment; steady increase of wages; progress toward ultimate goal; social entrepreneurship)
- Education (i.e. meeting educational goals — GED, college, vocation/tech)
- Leadership development (i.e. supporting others toward financial capability)
- Relational (i.e. increased connection and social capital)

# NETWORK MEMBERSHIP

The network has a tiered membership structure, which promotes engagement and drives network value. Based on best practices from other financial membership networks and organizations (i.e. Neighborworks, AFCPE, Everfi), this structure includes two tiers to designate differentiated levels of membership the network.



# NETWORK MEMBERSHIP LEVELS

## GENERAL MEMBERSHIP

Must demonstrate the following:

- Financial capability is a core value of your organization.
- The financial capability services you provide or support directly align with the mission and values of the network.

## BENEFITS OF GENERAL MEMBERSHIP

- Access to resource library
- Peer networking and best practice sharing
- FinCap Lab: Access to Training and Staff Certification
- Thought leadership
- Access to Community Advisory Board: Providing a better understanding of those whom we serve
- Tools to advocate for policy change

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## SEAL OF APPROVAL

Must demonstrate the following:

- Proven results of impact on client outcomes through your organization's assessment and data tracking of financial capability services.
- Willingness to share outcomes, results, and best practices to help develop the opportunity for collective impact.
- Process for continual improvement of financial capability services leading to enhanced client outcomes.

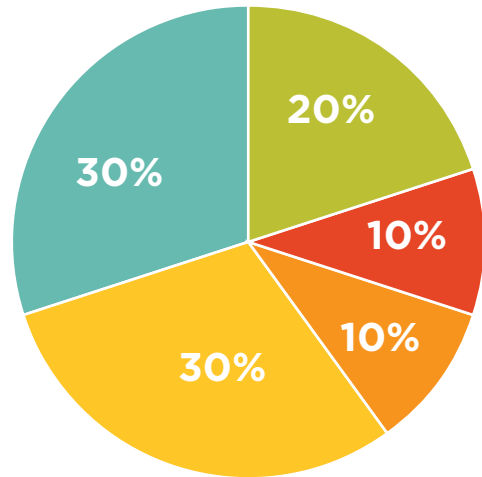
## BENEFITS OF SEAL OF APPROVAL

- Same as General Membership, plus:
- Potential funding
- Community recognition / enhanced marketing recognition
- Special professional development opportunities
- Greater impact to the people you serve

# EXISTING NETWORK MEMBERSHIP

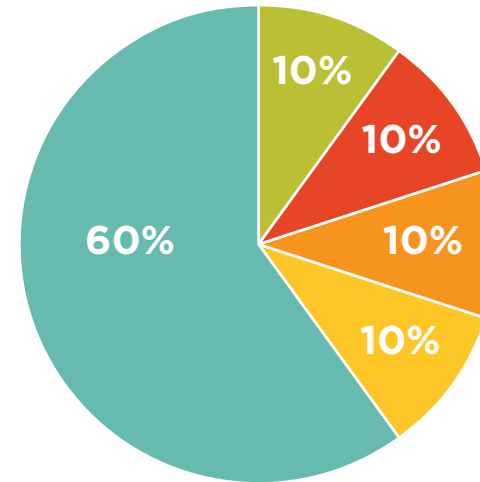
In this first year of the developing network, membership has included both individual consumers, financial capability organizations, funders, government agencies, housing agencies, and banks. A snapshot of existing membership is represented below:

## TYPE OF ORGANIZATION



- Community organization
- Housing organization
- Educational institution
- Financial institution
- Other

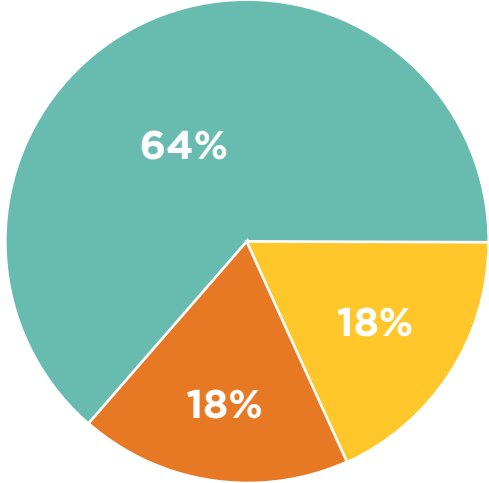
## WHAT TOOLS DOES YOUR ORGANIZATION PROVIDE TO CLIENTS?



- Homebuyer Classes
- Individual Development Accounts (IDAs)
- Rental Assistance
- Professional Development and Training
- Legal Services

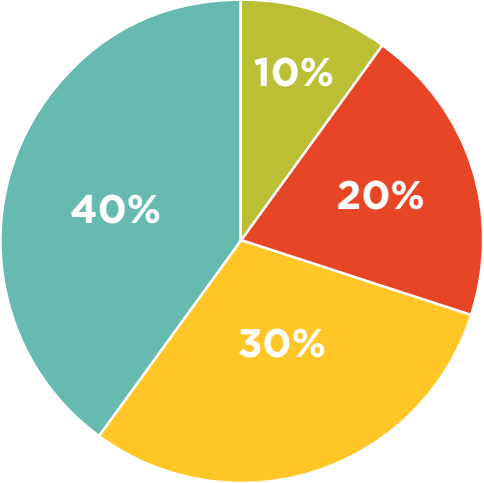
# EXISTING NETWORK MEMBERSHIP

### WHAT CLIENT OUTCOMES DO YOU TRACK?



- Other
- Increased Credit Scores
- Increased Savings

### AT WHAT INTERVALS DO YOU TRACK OUTCOMES?



- 30 days
- 90 days
- 6 months
- 1 year

# NETWORK CONVENING

The network will engage in formal in-person convenings, support existing network building activities of partner organizations, and develop tools to foster collaboration in service delivery.

# NETWORK CONVENING

With the aim of fostering a network oriented toward shared learning and growth, a small group designed a convening structure centered on the concept of the FinCap Lab. The FinCap Lab convenes every quarter to bring together funders, service providers, businesses, and financial institutions that work to increase the financial capability of central Ohioans. The Lab seeks to create a forum where organizations with a shared interest in financial capability can come together to deepen their understanding of relevant issues, tap into intellectual and human capital, and to learn about creative solutions and techniques.

## FINCAP LAB FINANCIAL CAPABILITY NETWORK of Central Ohio

In need of local, affordable, and relevant opportunities for financial capability training and networking? Look no further than the FinCap Lab.

The FinCap Lab convenes quarterly to bring together funders, service providers, businesses, and financial institutions that work to increase the financial capability of Central Ohioans.

More than just a training seminar, we seek to create a forum where organizations with an interest in financial capability can come together to deepen their understanding of relevant issues, tap into intellectual and human capital, and to learn about creative solutions and techniques.

Join us for a local conversation around financial capability and experience the FinCap Lab!



Brought to you by the Financial Capability Network of Central Ohio and JPMorgan Chase.

### Spring Symposium Schedule: Credit Reports

**Session 1 — What's new in credit reporting?**  
Join us for breakfast while we hear the latest in reporting and payments to credit reporting agencies. John Meles from the Credit Builders Alliance will demo the "CBA Reports." CBA membership discounts available to all attendees.

**Session 2 — Reading a credit report**  
Did you know that information stays on your credit report for 7 1/2 years and that 4 out of 5 credit reports have errors? Chase Bank will provide insight on how banks read credit reports and what they are looking for from applicants.

**Session 3 — Lunch & Networking**  
Following lunch, a structured networking event will provide you the opportunity to meet with other professionals from your community while you work together to solve the problems we are all facing.

**WHEN**  
Friday, March 23 at 9:00 am - 3:00 pm

**WHERE**  
Grange Insurance Audubon Center  
505 W Whittier St, Columbus, OH 43215

**COST**  
\$50 for first participant  
\$35 for consecutive participants




FinCap Lab sample flyer

# ALIGNING RESOURCES

With goals of strengthening coordination efforts, aligning resources, and facilitating consumer referrals, an action team designed a central intake form. This universal form will be utilized at all network member organizations to help identify consumer needs and opportunities to connect those consumers with available resources. Upon consumer referral, the intake provider would follow up directly with the referred service provider to facilitate a connection.

### Network Agency Referral Intake Form



Who Referred You / Agency: \_\_\_\_\_  
 E-Mail Address: \_\_\_\_\_

**Participant's Information:**  
 Legal Last Name: \_\_\_\_\_ First Name: \_\_\_\_\_  
 Social Security Number: \_\_\_\_\_ Date of Birth: \_\_\_\_\_ Age: \_\_\_\_\_  
 Address: \_\_\_\_\_ City: \_\_\_\_\_ Zip: \_\_\_\_\_  
 County: \_\_\_\_\_  
 Are you a U.S. citizen: Yes  No  Home Phone: \_\_\_\_\_  
 Work Phone: \_\_\_\_\_  
 Marital Status: Div Mar Single Sep Wid # of Adults in home: \_\_\_\_\_ Children: \_\_\_\_\_

**Race/Ethnicity (please check all that apply):**  
 African American  American Indian/Alaskan Native  Asian  Other   
 Caucasian  Native Hawaiian or Pacific Islander  Hispanic   
 Immigrant/Refugee: Yes  No  Country of Birth, if Yes: \_\_\_\_\_  
 English Proficient: Yes  No

**Education:** College  Grad School  High School/GED  Jr. High  None  Primary  Vocational   
**Gender:** M  F  **Handicapped:** Yes  No   
**Veteran:** Yes  No  **Active Military:** Yes  No   
**Single Head of Household:** Yes  No

**Co-Participant's Information:**  
 Legal Last Name: \_\_\_\_\_ First Name: \_\_\_\_\_  
 Social Security Number: \_\_\_\_\_ Date of Birth: \_\_\_\_\_  
 Address: \_\_\_\_\_ City: \_\_\_\_\_ Zip: \_\_\_\_\_  
 County: \_\_\_\_\_  
 Home Phone: \_\_\_\_\_ Work Phone: \_\_\_\_\_  
 Marital Status: \_\_\_\_\_

**Race/Ethnicity (please check all that apply):**  
 African American  American Indian/Alaskan Native  Asian   
 Caucasian  Native Hawaiian or Pacific Islander  Hispanic   
**Education:** College  Grad School  High School/GED  Jr. High  None  Primary  Vocational   
**Gender:** Male  Female  **Parent or Pregnant:** Yes  No   
**Handicapped:** Yes  No  **Veteran:** Yes  No   
**Single Head of Household:** Yes  No

FINANCIAL CAPABILITY NETWORK  
 Revised August 2015

**Employment Information:** Please list current employment for all persons in your household who are employed. If you work more than one job, list them all. For Budgetary purposes it is very important to understand the difference between bi-weekly pay and bi-monthly pay. If you are unclear of the difference please consult with your counselor.

Employer's Name & Your Title	Beginning Date	Who's Job?	# of Hours per Week	Gross Income (Before Taxes)
				\$ _____ per _____ (Weekly, every other week, twice a month, monthly)
				\$ _____ per _____ (Weekly, every other week, twice a month, monthly)
				\$ _____ per _____ (Weekly, every other week, twice a month, monthly)
				\$ _____ per _____ (Weekly, every other week, twice a month, monthly)

Do any persons in your household receive any of the following? Check a box for each.

	Yes	No	Who Receives It?	How Much?
Alimony				\$ _____ per _____
				\$ _____ per _____
				\$ _____ per _____
				\$ _____ per _____
				\$ _____ per _____
				\$ _____ per _____
Child Support				\$ _____ per _____

Referral intake form sample

# NETWORK STRUCTURE

The network's leadership structure places great value in consumer-driven practice and distributed, participatory leadership. Therefore, one action team (which included three consumers) organized to develop the framework for a Consumer Advisory Board which informed the design of the overall network structure.

# NETWORK STRUCTURE

Based on the Consumer Advisory Board, the network collectively created a leadership structure. There was clear alignment on these key ingredients of that structure:

## STEERING COMMITTEE

### ROLE

Provides strategic oversight of the network and the manager.

### MEMBERSHIP

Comprised of representatives from each action teams (sub-committees) and the Consumer Advisory Board; diverse in terms of position, organization, and perspective. Steering Committee members are nominated and the selected by the whole network.

### MEETING STRUCTURE

Quarterly meetings.

## MANAGER

### ROLE

Coordinates the network's operations including communications, logistics, and membership.

### CANDIDATE

The manager should be entrepreneurial to continue to grow the network and implement a strong start-up foundation. The candidate will have a broad skill set focused on coalition and network building, and ideally have existing content knowledge in financial capability.

## CONSUMER ADVISORY BOARD

### ROLE

Influences network decision-making, makes recommendations on service delivery, and advocacy efforts. As an influencer, the CAB is positioned to effectively inform and drive network practices; a representative from the CAB serves on the steering committee. The CAB is supported by the manager, who works with the CAB to collect consumer stories of impact related to financial capability and to integrate the CAB in network decision-making.

### MEMBERSHIP

Comprised of inclusive representation of 6-8 consumers from the whole continuum of care represented by network.

### MEETING STRUCTURE

Quarterly meetings.



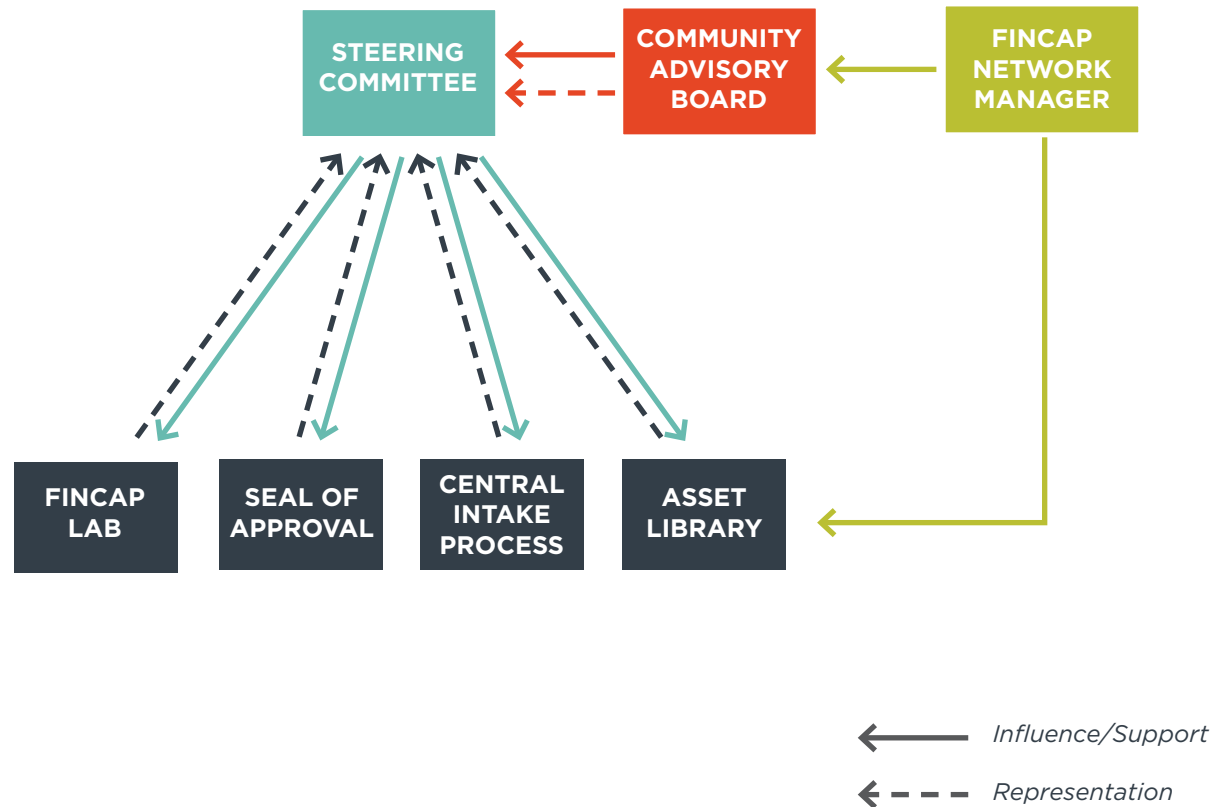
# NETWORK STRUCTURE

## NETWORK LEADERSHIP

The steering committee makes major network decisions and directs all of the network assets. The Manager is responsible for logistics and meeting facilitation and supports the CAB. The CAB contributes a member and advice to the Steering Committee.

## NETWORK ASSETS

The network assets are all managed by sub-committees and supported by the manager. Each sub-committee has a representative on the Steering Committee.



# DISCOVERY

## CONTENTS

- Discovery Overview
- Personas
- Coaching Best Practices
- Opportunity Spaces


In December 2016, our work began with a focus on listening in order to deeply understand and frame the problem.

Through twenty interviews with clients, on-site observations, and eight landscape calls with experts, as well as best practice research, opportunities to strengthen capability efforts emerged.

# DISCOVERY OVERVIEW



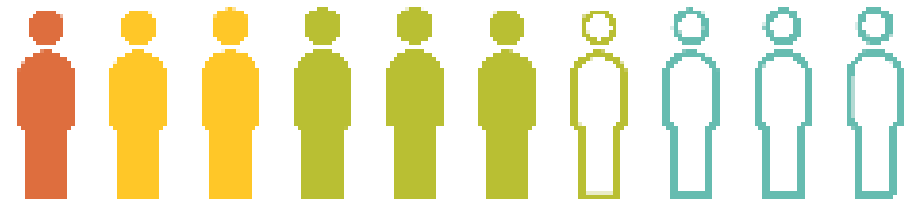
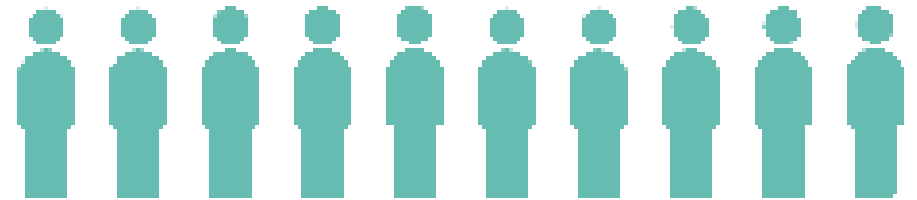
**8 LANDSCAPE CALLS**  
with various stakeholders  
in the network



**3 FULL DAYS**  
of observation & interviews:  
ones on the Hill, CPO meeting,  
MPACT Community Action

**20** **TOTAL INTERVIEWS**  
with customers

## INTERVIEW BREAKDOWN



**16 women**

**4 men**

**13** AFRICAN AMERICAN

**4** MULTIRACIAL

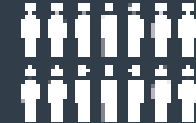
**2** WHITE

**1** AFRICAN IMMIGRANT

Moderate Income  
\$25,000-\$34,999



Low income  
\$5,000-\$24,999



Unemployed  
or benefits



# PERSONAS

As part of discovery work, we interviewed twenty customers, representing diverse income-levels and backgrounds. Deep human insights were gained about underlying causes, motivations, and behaviors related to financial capability. These insights were woven into stories, or personas, to represent lived experiences related to financial capability. These personas will continue to serve the network as we move forward, holding us accountable to the stories we heard, the impact our work has on people's lives, and the opportunities for change that lie ahead.

# Deja Williams

Deja Williams currently works part time at an automobile service center, where she barely earns minimum wage. She chose to work there as it is close to her house—with no car and unreliable public transportation, Deja finds it difficult to commit to work that is not within walking distance. At previous jobs, she has tried to carpool with her sister, but it turned out to be an inconsistent means of transportation, and she doesn't want to be a burden anyway.

For now, Deja's life is dedicated to making her children's lives better. Being a mom to her two babies—Gabriel, (3) and Anna (6) means everything to her. She doesn't want them to have the life struggles she has experienced. To make this possible, Deja tries to take on as many hours as she can at the service center. She has a strong community through her church; they help each other with childcare and step in to help whenever and however they can. Most years, her kids all get new school supplies and Christmas gifts thanks to her church. It's important to her that she gives back to the community that's supported her; she wants her kids to learn the value of giving back. So, even though she's busy, she enjoys volunteering for church dinners and helping out with childcare during community events.

With long work hours, Deja has developed chronic back and shoulder pain, which have resulted in frequent visits to the emergency room. During one visit, she started sharing her financial situation with the medical assistant. He told her about a community organization that offered free financial coaching and a mentorship program. She immediately enrolled herself in the program. Since then, she has secured stable housing, food stamps, and child care, which have helped to offset her costs significantly. Her dream is to buy a home before her children start high school. Sometimes Deja gets discouraged by how hard it is to save long-term given that she lives paycheck to paycheck. However, she remembers what her grandma always told her and “keeps her eyes on the prize”, determined to make her dreams come true for her children.



## DISCUSSION QUESTIONS:

- How might we create alternate systems to make financial coaching more accessible?
- How might we build capacity for long-term financial planning all along the financial capability journey?
- How might we build on people's social support systems, including religious institutions to support their overall financial stability?
- How might we tap into people's motivations in order to realize their dreams for financial success?

# Leon Walker

Leon Walker is a trained nurse, and is currently enrolled in a reentry program at a community organization dedicated to providing a successful transition to those who were previously incarcerated. Leon has faced many setbacks in life, but hopes that the reentry program will help him get his life back on track.

Belonging to a middle class family with parents that were college professors, Leon never had to worry about finances. His parents made sure that he was given the best education and lots of opportunities. After graduating from college, Leon was hired as a nurse at the local hospital. That's when he started selling drugs to earn some additional income. Unfortunately, he was caught and incarcerated for 8 years. Now that he has served his sentence, Leon is finding ways to get his life started again. Because of his incarceration and previous debts, he was left with no savings or assets; he lost both his house and car. Fortunately, his probation officer introduced him to a community worker who admitted him to the reentry program. This program offers job training, a \$100 weekly stipend, and group meetings where he can share his experiences with others who are also transitioning from prison to the workforce. Currently, the stipend is his only source of income, which barely covers his basic needs.

Leon feels frustrated with the complexities of the welfare system. He has been hitting constant roadblocks to secure housing, food, employment and health care. Currently, he depends on his family to get by. He feels ashamed of constantly asking them for help, but doesn't know what else to do. These experiences have made Leon reflect on structural barriers to financial success, especially around race and class. As someone from a middle class family, he never had to interact with the social welfare system and was always treated with respect. Now, he feels like people treat him differently. He is more aware of systemic and structural issues that impact his life, as a black man, now living in poverty.



## DISCUSSION QUESTIONS:

- How might we address the impact of racism in efforts to empower people financially?
- How might we empower those who are reentering the social system or are experiencing transition?
- How might we overcome structural barriers to achieve financial stability?
- How might we promote a culture that does not define self-worth based on financial worth?

# Ruth Davis

Ruth Davis has worked as a life coach for the last 15 years at a community organization that aims to lift people out of poverty. Her primary responsibilities include helping clients determine the resources they need and then connecting them to those resources. She sees the best in people and loves drawing on clients' personal strengths to motivate them in achieving their personal goals.

Five years ago, Ruth advocated for the launch of a new financial coaching service at her organization. After working for a decade with clients who were struggling to meet basic needs as they work toward long-term goals, she saw the need for financial coaching. At the time, she was confident that after gaining some more formal education around finances (like budgeting, credit score, paying down debt), she could successfully offer this new form of support to her clients. With support from her organization, she was able to complete training and add this new dimension of service to their programming.

Now that the program has been up and running for five years, Ruth experiences her evolved role as both challenging and rewarding. She is able to empower her clients with a fuller understanding of their current situation and the tools to move toward their goals. According to her, a financial coach has to do more than just talk about money. They have to develop a strong relationship with the client built on trust, empathy, confidentiality and accountability. As a coach, she has learned the importance of tapping into people's motivations and she knows this takes time. She knows what it means for patience to pay off and loves celebrating each and every win with her clients—even the smallest win leads to bigger accomplishments. Her best days are when clients stop in to share good news.

Because she cares so much about her clients and wants to offer them the best service possible, Ruth often wishes there was a coordinated group of other coaches in the field so that she could continue to learn and seek support and information from other coaches. She feels alone in the work at times and worries that relying on her own personal resourcefulness and expertise limits her clients' success. She wants to do the best she possibly can by them.



## DISCUSSION QUESTIONS:

- How might we equip financial coaches with the tools they need to fully support and empower their clients?
- How might we utilize an asset-based approach in financial coaching, so that individual strengths can be leveraged in efforts to achieve financial stability?
- How might we develop a financial coaching network whose objectives are guided by the needs of financial coaches and their clients?

# Mary McRoy

After 18 years as a teacher in a public elementary school, Mary McRoy left education to become a family advocate for a Head Start program. Although she was paid a significantly higher salary (\$51,800) at the elementary school, she decided to take the pay cut because of the flexible work hours. Mary needed the flexibility, as she has to take care of her mother who is suffering from Alzheimer's. Although her siblings live in the same city, being the eldest daughter, she has had to assume the role of the primary caregiver. She currently earns \$32,428 a year and has health insurance covered.

As a 63 year-old, Mary believes she has contributed significantly to her community and is looking forward to retiring. She dreams of the perfect retired life, where she can travel and spend time with her family. However, as her retirement approaches, she is becoming increasingly stressed about her ability to live the retired life that she has envisioned. She has always been very careful in her spending habits, and has little debt, but unfortunately, her family's investments took a significant loss during the 2007-08 financial crisis, and they have not fully recovered.

Mary has never had to think much about finances because her husband used to manage their investments. Sadly, he passed away two years ago. Since then, Mary has been trying to navigate the financial world, but still feels lost and lacks confidence. As she has never had to navigate the social systems before, she is unsure who to reach out to for support.

Right now, she is relying on a co-worker who is going through a similar life transition to guide her and provide her with relevant information.



## DISCUSSION QUESTIONS:

- How might we leverage clients' social support to achieve financial stability?
- How might we create an environment where clients are informed about their finances and empowered to change their behaviors to achieve their goals?
- How might we help people feel more comfortable to ask for finance related help without making them feel intimidated?



# COACHING BEST PRACTICES

Based on secondary research, the following best practices for financial coaching emerged:

# COACHING BEST PRACTICES

## KNOW HOW TO MOTIVATE.

Effective coaching requires knowledge and skills in knowing how to effectively motivate people to make change. People underestimate their capabilities, and so a good coach applies pressure and communicates with honesty and empathy the smaller objectives that must be achieved in order to accomplish more long-term goals.

## GET CREATIVE WITH IT.

Creativity plays a valuable role in engaging and empowering clients. Using creativity positions clients as whole people and active agents in their own lives, setting them up to successfully create change.

## FOCUS ON THE FUNDAMENTALS.

A strong foundation based on the fundamentals of financial wellness is key to navigating economic systems. Understanding the basics such as debt, credit score, and budgeting will ultimately empower people in taking charge of their economic lives and open up access to additional resources and opportunities.

## LEVERAGE SOCIAL CAPITAL.

Social capital plays a significant role in how people are able to access resources and navigate systems. Identifying social capital as an asset and helping people leverage and build on their own can go a long way toward financial capability.

## CULTURAL COMPETENCY.

In order to provide the most relevant tools and support, it is important to consider people's underlying attitudes and beliefs that inform their behavior. These are shaped by social and cultural norms, such as those based on race, gender, class, religion. Cultural competency also calls for meeting people where they are, making sure that services and programs are easily accessible (ie flexible hours, inclusive language).



# COACHING BEST PRACTICES

## PEER TO PEER MODELS.

Peer to peer models leverage existing expertise in communities, increase accountability for clients, increase cohesiveness within the community, and serve as a cost effective, high-impact programming model. Folks that have already effectively navigated systems and achieved goals are in strong positions to connect with people trying to navigate similar systems.

## GOAL-SETTING AND ACCOUNTABILITY.

Two key ingredients of financial coaching are personal goal-setting and accountability; these two ingredients uniquely lead to clients' achieving the results they want to achieve. Many current structures do not create conditions that promote long-term relationships and therefore limit follow-up and accountability.

## CONTEXT IS KEY.

Organizational culture and structure shapes programmatic impact. Take into consideration context as aspects of financial capability programs are implemented. What makes most sense to offer and how, given the mission, roles, and culture? Plug and play programming is limited in its impact.

## MEASUREMENT MATTERS.

Celebrating successes is critical both to motivate clients and to demonstrate programmatic impact. Identifying metrics that can measure impact of financial coaching at various touchpoints—both short and long-term—will track progress and support improvement efforts.



# OPPORTUNITY SPACES

The following opportunity spaces emerged from the discovery work. These opportunities have been incorporated into the personas and coaching best practices, and will be used as guides for our work moving forward. Based on the research, it was determined that the first step toward strengthening financial capability was to develop a high-impact, sustainable, and inclusive financial capability network. In other words, how we work together will directly shape what we generate together.

# Using alternative tools to access financial coaching

## How might we build effective ways to increase financial coaching accessibility?

### KEY INSIGHTS

**Technology as a tool:** “I wish I had time to go for classes. But without a car and bad transportation...I can’t get there. I wish there was an easier way to access coaching... maybe on a phone”.

**Help is there when you least expect it:** “I went to get my nails done and my kid was running around. The nail salon lady turned to me and said do you have more kids? Do you need help? And I said yes I do! That is how I got connected with United Way and learned about many programs that are helping me and my kids”.

**How do you know what you don’t know?** “I was at a homeless shelter and was referred to a DV support group through CHOICES. While in the support group to “be a better me”, she was connected to a financial class offered by Allstate. She wasn’t looking for financial classes at that time but found it to be helpful as she fought to be independent and get her kids back.”

### TENSION

Alternate methods to provide financial coaching that are more flexible are available, but are difficult to find and might not be as effective.

### MOTIVATIONS

**People:** People need financial coaching classes to feel accountable to achieve financial stability and to feel in control of their financial situation as well as their life.

**Practices:** For effective coaching, a balance between alternative tools of financial planning and traditional methods needs to be determined.

**Network:** Need to develop mechanisms/tools that are more accessible to a larger population.

# Hard to get in, hard to get out

How might we overcome system barriers to achieve financial stability?

## KEY INSIGHTS

**The catch 22:** “The system is a trap. Once you receive benefits, you become dependent and every step to self-sufficiency and independence is penalized.”

**Our lives are so complex that solutions can't be:** “The shelter wants you to save all your money from all your paychecks so that when you get out, you have this money. But I'm running into this brick wall because I needed to pay off some of my credit so I was paying that off little by little. They wouldn't let me in the shelter with my baby because I worked third shift. And who was going to take care of her when I worked? The family shelter wouldn't let me in the shelter with my baby because we had to be out between 8 & 8 and I needed to sleep. So I went to the women's shelter but had to drop off my baby with my mom.”

## TENSION

Welfare systems provide essential resources to low income households to meet their daily needs, however they also create a cycle of dependency almost making it impossible for someone to leave once they enter it.

## MOTIVATIONS

**People:** A better understanding of the social welfare system is required so people can feel empowered and informed to navigate the formal and informal systems to meet their needs.

**Practices:** creating awareness about the pros and cons of social welfare programs is essential so that coaches and clients can successfully navigate them.

**Network:** There is need to align on issues regarding flexibility of systems/rules.

# Family influences financial behavior

How might we develop a financial coaching model that takes into account the family values and behaviors related to money?

## KEY INSIGHTS

**I learn by observing:** “I observe. I learn from others- their mistakes and what works for them. When my mom didn’t pay a utility bill on time and our utilities got cut off, I learned that I need to pay my bills on time.”

**Always have a hustle:** “Grandparents who grew up in the Great Depression taught her the importance of ‘having a hustle’ by which she could generate income outside of the system.”

**It’s a whole family thing:** “Traditional gender norms inform attitude and behavior around roles in the relationships. In marriage, men manage the money. For Anne, these norms from her home country (Cameroon) meant that she believed her husband should “be the man”. She did not understand this to mean that in anyway she was dependent on him: “I’ve always been an independent woman. I work and earn my own money. I’m a woman who doesn’t need a man.”

**All about my kids:** “It’s not only me who I have to think about now. I have to think about my daughter. I want to be financially stable so that I can make a better life for her.”

## TENSION

Parents want their children to succeed, but they don’t have the skillsets to demonstrate positive attributes related to financial planning.

## MOTIVATIONS

**People:** People want to learn from the positive or negative experiences from their previous generations and make sure they change their behaviors as well as that of their children.

**Practices:** To create sustainable change intergenerational programs and impact of family needs to be taken into consideration.

**Network:** Find ways to break the intergenerational cycle of poverty.

# I'm made of money

How might we promote a culture that does not weigh a person's self worth by the money they have?

## KEY INSIGHTS

**I need my Starbucks:** "After experiencing 8 months of homelessness, Starbucks is a priority and an essential living expense, along with out of town travel."

**Learning self-worth:** "I started selling weed when I was 13. Then I started dancing. One day, I was walking home and some guy who was driving past hollered, "Ain't you the woman who dances... I was like hell no. I didn't want that for my kids. I learned that money is about self worth."

**Yes I can:** "After months of having nothing-I could finally get my phone working. I paid my phone bill. It doesn't sound like a lot, but when you have no money and then you have some to start a phone- it's something. I felt pretty good about myself." - Financial stability is not only related to access to money but is also tied to self confidence and self worth.

**From private to public:** "The switch from private health insurance to Medicaid was jolting, resulting in very different responses from providers that worked to put participants in her place-it was a real blow to my self image."

## TENSION

There is a struggle to determine which comes first- self worth or money.

## MOTIVATIONS

**People:** Financial stability is not only a source of increased resources but also helps people to feel empowered, confident and in control of their lives.

**Practices:** Remove opportunities for judgement that was based on financial well-being, so that people can view themselves as worthy and can feel empowered to make finance related behavior changes.

**Network:** Find ways to change social views related to money.



# It's a supportive web with some spiders

## How might we leverage social support to achieve financial stability?

### KEY INSIGHTS

**Social support is wealth:** “My social support is very strong. Social support really impacts your economic well-being. I am lucky to be surrounded by people who are there to help me and to make me spiritually sound.”

**Church as a safe space:** “My church helps a lot. A woman there cares for my service cat. They give me money sometimes.”

**It's not personal:** “When looking to do right, boyfriend and family have been helpful; they've taught her how to budget and how to ‘haggle’. But when she experiences failure/challenge, it's hard to turn them; she feels like she failed them.”

**I keep giving it away:** “I am too nice. I need to stop being so nice. I used to keep giving my money away to my boyfriend and he kept taking it as if it was his own.”

**Gender-based violence as a root of some financial incapacity:** “That was where it all started. I left my kids' father. It was a very unhealthy relationship...that was the root. I was in that relationship for a long period of time and he wouldn't let me work. He took care of everything. I had no work experience for 6 to 7 years. I had nothing when I left by my two kids. Then I went to the shelter and the finances class and began paying off stuff.”

### TENSION

Social networks are a huge asset to offset challenges and to promote financial capability; however they can also have significant limits and pitfalls.

### MOTIVATIONS

**People:** Positive social support is helpful to create an environment of trust and compassion that can help drive behavior change and provide emotional support.

**Practices:** Identify and leverage positive social support systems.

**Network:** Find ways to develop strong social support systems for people in various communities.

# Relationship with money

How might we support clients to develop a healthy relationship with money and plan for long term financial stability?

## KEY INSIGHTS

**Planning each penny:** “When I restarted my life after incarceration, I went back to doing the exact same thing as before. I was in the planning phase, where I was looking at how I will spend each and everything that I get.”

**Me + money:** “It all goes back to our relationship with money. We have to have a healthy relationship in order to understand it and work with it.”

**A little goes a long way:** “I try to keep \$150 aside every month. But you know - life happens... so I don’t end up saving that much all the time. Even if its \$1- I save it and put it in the savings account.”

**Getting creative with money:** “I struggle with money. I have 7 different sources of income— so now I have little pockets of income from different places and it keeps me going.”

**Because I had dreams:** “Anne learned about finances and how to manage money by paying close attention to her first employer. Her curiosity was motivated by her dreams to start her own business. She wanted to learn so that she could apply this learning as she set off on her own.”

## TENSION

There is always a desire to have a healthy relationship with money and do what would make you most financially stable, however not everyone has the resources, drive or knowledge to do it.

## MOTIVATIONS

**People:** A healthy relationship with money and increased savings will help people feel empowered and in control of their lives.

**Practices:** Providing tools to develop long term goals and help clients save and spend wisely will move clients towards feeling empowered.

**Network:** Develop programs that target ways to empower clients.

# Short on money, long on impact

How might we build capacity for long-term financial planning all along the journey out of poverty?

## KEY INSIGHTS

**Being poor is expensive:** “Diamond had to purchase a car at a buy here, pay here lot. With her credit and debt, it was the best option as she needed a car to transport family for medical needs and her child to childcare. Just after buying the car, the transmission went out. She couldn’t afford getting it towed so she left it on the side of the road. It was towed and taken to a lot where she had to wait until she could pay to get it out—each day, with costs increasing. Once she got it out, she had to wait until she could afford to pay for it to be fixed.”

**It’s hard to be good with money:** “When you are trying to stay afloat everyday, have two kids and are juggling multiple things, and barely live pay check to pay check ...its hard to be good with money.”

**Wants vs. needs:** “I had to learn the difference between wants & needs.”

## TENSION

For people working to meet the basic needs, and have erratic jobs and irregular payments short term financial planning is constant and ongoing, with very little capability to do long-term planning.

## MOTIVATIONS

**People:** Find ways to prioritize short and long terms goals so that they can feel more in control of the decisions they are making at a given point in time.

**Practices:** Coaches need to have less judgement, and have a greater understanding of the complexity of the decision making process for those having limited resources.

**Network:** Develop programs to provide emergency money for immediate needs.

# NETWORK LAUNCH

## CONTENTS

- Emerging Network Concepts

To move the network forward, the United Way of Central Ohio hosted a half-day ideation session in May 2017, where the network met to share learnings, identify needs and opportunities, and brainstorm ideas to move forward to action.

# EMERGING NETWORK CONCEPTS

To orient the group as a learning network, the group then brainstormed around five opportunity areas that emerged out of the discussion on **network learning**. Participants selected the opportunity area that most interested them, generated ideas, and worked on developing a concept to move to action.

# EMERGING NETWORK CONCEPTS

## THE FIVE OPPORTUNITY AREAS INCLUDED:

1. How might we **identify and align resources** with people?
2. How might we **build trust** within the network?
3. How might we **build power** within the network?
4. How might we build continuous **learning and feedback**?
5. How might we **engage clients as partners** in the network?



# IDENTIFY AND ALIGN RESOURCES

## 1. How might we identify and align resources with people?

### CONCEPT: Client-Centered Resource Alignment

To function as a network we need to identify and align resources to minimize competition and leverage strengths in the network. These resources include funding, data capabilities, community connections, knowledge, expertise, and staff.

### LEARNING OBJECTIVES

- Understand our collective value.
- Identify the gaps and deficits in the landscape.
- Understand how to leverage our individual strengths.
- Define roles to reduce duplication.

### COMMUNITY BENEFIT

- A more efficient and effective network.
- A continuum of care for clients-everyone does their part.
- We become a trusted, high-quality resources.



# BUILD TRUST WITHIN

## 2. How might we build trust within the network?

### **CONCEPT: Create a Shared Vision**

A mutually agreed upon vision will foster trust between the members of the network. It helps to clarify the purpose, set clear goals, and collaborate with one another in an effective way to better serve the clients.

### **KEY PARTNERS**

Community front line workers, clients, NGOs in the Financial Capability profession, employers, and funders.

### **LEARNING OBJECTIVES AND COMMUNITY BENEFIT**

By creating a shared vision the network will:

- Gain clear understanding of what values and goals all the members are aligned on.
- Provide information on current best practices and gaps in the financial capability services being offered in Columbus.
- Create a shared vision by the financial capability network.
- Serve the community by helping to develop relevant services that are consistent in their overall mission, and have been developed keeping in mind the needs of the clients.

### **ACTION STEPS**

1. Define the purpose of the network.
2. Bring all members together to the table to discuss and align on a vision.
3. Develop goals and corresponding metrics.
4. Document the vision and goals in a brochure that will be shared with organizations, community members and members of the network.



# BUILD POWER WITHIN

## 3. How might we build power within the network?

### **CONCEPT: Map Assets and Align to Build Power.**

Mapping network assets will build power by identifying opportunities for collective action. Assets include: reach/connections; funding; data/capabilities; knowledge; expertise; people/diversity.

#### **KEY PARTNERS**

Education institutions, churches, civic infrastructure, clients, corporate partners, service providers.

#### **LEARNING OBJECTIVES AND COMMUNITY BENEFIT**

- The gaps/deficits
- Collective value/definition
- Have to leverage individual strengths to maximize the benefit
- Define working groups or roles to reduce duplication of effort
- Network would be more effective/efficient
- We become a trusted resource for clients
- Better results!

### **ACTION STEPS**

1. Identify who we're missing.
2. Based on the group's work during ideation, next steps will focus on trust and relationship-building, alignment, and setting the stage for sustained action, including:
  - Exploring the network vision
  - Defining shared goals and metrics
  - Identifying network assets and creating an initial system of map of services

# BUILD LEARNING AND FEEDBACK

## 4. How might we build continuous learning and feedback?

### CONCEPT: Storytellers Sharing Stories of Impact

As a network we need to collect, organize, and distribute qualitative and quantitative data to inform external partners and internal practice. We will work to create a continuous learning loop within the network that is reflective and inclusive of the diversity of the clients we serve.

### KEY PARTNERS

Clients; front-line workers; funders; external “resources” (i.e. colleges, existing learning networks); employers; local government).

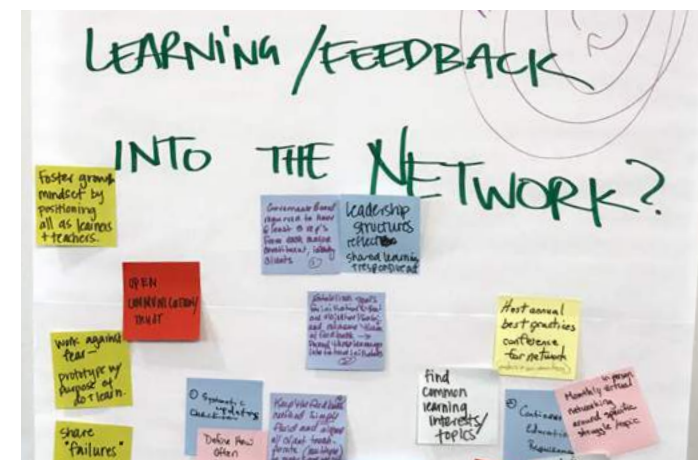
### COMMUNITY BENEFIT

By focusing on understanding impact as a key strategy in orienting the network toward learning, the community will benefit by:

- A clear focus on community need and impact.
- More stable and sustainable coordinated efforts.
- Connected + relevant programs/services.
- Efforts held accountable to and by the community served.

### ACTION STEPS

1. Determine priorities
2. Understand how we impact our community
3. Learn how we can improve efforts
4. Determine how to measure
5. Build trust
6. Tell our stories of impact



# ENGAGE CLIENTS AS PARTNERS

## 5. How might we engage clients as partners in the network?

### **CONCEPT: Community Advisory Board**

By celebrating community member's input through meaningful engagement, the Community Advisory Board serves to keep the Financial Capability Network grounded in the assets and needs of the client community. The Board would have an executive committee with flexible subcommittees that may focus on relevant subjects, such as, Peer Mentoring, Events, Speaker Series, and Internships and Incentives.

### **KEY PARTNERS**

The Community Advisory Board would rely on partnerships with daycare centers, transportation services and schools to facilitate participation in the work, but the essential partners would be organizational allies. These allies would include network members, such as financial institutions, community partners, and social service agencies, who would support the board in organizing and undertaking projects.

### **LEARNING OBJECTIVES AND BENEFITS**

The Community Advisory Board would allow the network to keep a finger on the pulse of the service communities and enable the network to be more proactive in their approach to collaborative change. The board would create a self-sustaining 'peer to peer' platform that would improve potential of network success and increase the social capital of all involved.

### **ACTION STEPS**

1. Find and recruit allies.
2. Build interest in the community.
3. Be intentional about the strengths needed.

# NETWORK ALIGNMENT

## CONTENTS

- Mapping Activity
- Vision and Definition Activity
- Concepts

To continue to develop the network, United Way of Central Ohio hosted a **half-day network strategy session** in June, 2017. This session served as a follow up to the May ideation session and focused on two clear goals that emerged from our work together during that day: create a clear, shared vision and map existing network assets.

# MAPPING ACTIVITY

**Groups formed to identify and map existing network assets.**

First, by generating “service cards” representing specific programs/ services offered in support of financial capability. Then, mapping these service cards onto the network’s continuum of care, based on three distinct customer personas.

# MAPPING ACTIVITY

## KEY INSIGHTS

Based on this activity, several key insights emerged:

- As messy as this process was for network members, there are significant barriers that customers face as they try to access resources and navigate the financial capability system.
- The process of identifying assets based on a customer-defined continuum of care is helpful in identifying opportunities for coordination/collaboration and gaps in resources.
- **Identified gaps in current continuum of care include:** childcare; medical care; transportation; food; education; employers; senior/retirement services; single-person programs (race/gender/LGBT).
- **Common assets include:** financial education; home buying/foreclosure; a lot for family/moms; coaching/counseling; re-entry programs/services.



Small groups made several recommendations for next steps, based on learnings from this activity. Most of these recommendations were **furthered developed into concepts** which will be moved forward to action.



## RECOMMENDATIONS

- Develop a client centered collaborative link to agencies and network, in the form of a Community Concierge or peer mentoring model.
- Build a Citywide Asset Library that makes sense to individuals and organizations.
- Develop an awareness policy to elevate knowledge of the network.
- Encourage more connective activities for organizations and communities through socializing and funding.
- Continue to identify and work on gaps in service.
- Sponsor incentives for ride-sharing.
- Include client voices in delivery of service.

# VISION AND DEFINITION ACTIVITY

It's June 9th, 2023. In the past five years, our collaborative work has grown into **a robust network that includes local government, banks, foundations, community organizations, and community members.** Collectively, we've been able to build the financial capability of our region—reducing barriers of access, improving services, and increasing the financial stability of individual families throughout greater Columbus.

# VISION AND DEFINITION ACTIVITY

Based on the 2023 scenario, teams discussed the following:

- How is the network impacting our local communities and people's lives?
- What big, hairy, audacious goals are we working toward?
- What new structures (collaborations, policies, programs) were developed?
- What have been the biggest challenges in achieving this vision?
- What resources did we secure to sustain our work?

Based on small group dialogues, the groups then articulated the network vision and definition, including a network name, description, outcomes, and key ingredients that will ensure we achieve our vision.





# CAPTURE OF VISION AND DEFINITIONS

## KEY THEMES

- **Customers at the core.** To ensure the network is building on the strengths of communities and meeting the needs of customers, they must remain at the center of our work as influencers.
- **Centralization will ease navigation.** The network as a clearinghouse/ one-stop shop will increase access to resources and make collaboration easier.
- **Diverse by design.** Diversity and inclusivity of the network will determine the overall impact of the network.
- **Understanding + measuring impact.** Goals exist on multiple levels (customer, organizational, network) and include both short-and long-term outcomes.
- **We're stronger together.** Trusting relationships and network infrastructure will drive and sustain collaboration and ultimately, network impact.
- **Sharing resources/funding.** Creating a pot of shared resources/ information/funding will go a long way to support the work of the network.
- **Build it. Replicate.** There could be power in translating the work of the network to other places, across the country growing the network and its impact.
- **Network as collective power.** Network as key influencer in local, regional, state, and national policies and practices related to financial capability.

## EMERGENT QUESTIONS

- How do we engage most vulnerable customers? Including elders, new immigrants, those affected by the opioid epidemic, and whole families?
- How do we refer to those served by the network? Clients? Customers? Neighbors?

## RECOMMENDATIONS

- Include customers in the network-building process in strengthened ways. Start now.
- Identify other similar network/coalitions/ collaborations that the financial capability network can support and align with in driving change (ie. Celebrate One). Build in strategic intersections with these efforts.
- Move from the trenches, bringing in those closest to the lived experiences around financial capability as key influencers.

# CONCEPTS

During this session, the network generated ideas for action. These ideas were later developed into concepts, focusing on both customers and the network itself.

# Seal of Approval

## The Idea

The Financial Capability Network's Seal Approval will be given to organizations that meet the network's standards for quality service. These standards—based on established best-practice—reflect both ways of working with clients, as well as collaborating with other agencies. The Seal of Approval identifies quality financial products and services; defines which organizations are members of the network; and extends the power of the network by defining a platform for advocating with policy makers in the sector.

## Goals

- Empower customers in achieving financial capability
- Foster collaboration among network members
- Act as an organized continuum of care
- Advocate for the financial capability of the region

## Actions and Collaborations

- Define set of Best Practice and Common Standards
- Develop process for review and awarding of seal
- Reference Better Business Bureau and similar

## Relevant Insights

*"We have no common language, models, or metrics for our financial capability efforts. Some of us do financial counseling, coaching, education...and yet there are overlaps. Unless we create shared definitions and set of guidelines, we cannot truly coordinate and collaborate. Ultimately, the clients pay for that—we can't serve them well."*

*"Professionals need support and development. It's hard for me to reach out to others doing similar work without a common language, a common set of standards..a common place to start from."*



# Asset Library

## The Idea

The Financial Capability Asset Library is a living database of the services, programs, and organizations that contribute to the sector. As an updatable digital-resource, the Asset Library contains searchable information on service focus, customer requirements, and organizational contact information. While the Asset Library's initial focus is on documenting network assets from a client perspective, it is also the essential first step to building clear external-communication with community members and funders, supporting gap identification and collaborative activities between agencies; and ultimately, activating the network.

## Goals

- Empower customers in achieving financial capability
- Foster collaboration among network members
- Act as an organized continuum of care
- Advocate for the financial capability of the region

## Actions and Collaborations

- Develop process for documentation of network assets
- Develop process for updating and connecting library
- Requires Digital/Technical support

## Relevant Insights

*Our lives are so complex that solutions can't be:*

*"The shelter wants you to save all your money from all your paychecks so that when you get out, you have this money. But I'm running into this brick wall because I needed to pay off some of my credit so I was paying that off little by little. They wouldn't let me in the shelter with my baby because I worked third shift. And who was going to take care of her when I worked? The family shelter wouldn't let me in the shelter with my baby because we had to be out between 8 & 8 and I needed to sleep. So I went to the women's shelter but had to drop off my baby with my mom."*

*"Education is a big part. Just like with student loan debt. I'd never known it was to my benefit to talk to these people and figure it out..."*



# Full Circle Community Concierge (FC3)

## The Idea

There are many options that financial capability customers need to navigate on their path toward sustainability. On this path it would be helpful to have a guide who's been there before. The Full Circle Community Concierges (FC3s) are peer mentors who have successfully navigated the system and are giving back by supporting newer customers in their journey. In the process, FC3s build equity in their own financial future through work experience and social capital. The FC3s, with their recent experience, can meet customers where they are and provide specific insights on the potential and pitfalls of moving toward financial sustainability.

## Goals

- Empower customers in achieving financial capability
- Foster collaboration among network members
- Act as an organized continuum of care
- Advocate for the financial capability of the region

## Actions and Collaborations

- Recruit and train FC3s
- Support FC3s in their work
- Promote and recruit additional FC3s
- Learn from and build on Next Doors model (CPO); Hands on 211—Neighborhood Ambassadors

## Relevant Insights

**Recognizing the power of the people.** *People in poverty actively utilize their social network to gather information about all programs available to provide financial support. Financial coaches should understand the role social capital plays in financial capability.*

**Effective workarounds.** *Many low income communities offset their costs by using informal financial exchange mechanisms—such as barter system, in-kind token money, free and discounted community resources, which is seen as a compliment to the formal financial system.*

**Empathy: I'm here to help. I've been there.** *"After being surrounded by people who need help I believe I can help them. I want to help them—because I have those skills and most importantly, I have been there. I was helping someone with a computer and they asked me, 'do you work here?'. I said no, I don't but I sure hope I can. I think the person I was helping was okay to ask because he felt I was meeting him where he was at, rather than talking at him."*



# Community Advisory Board

## The Idea

By celebrating community member's input through meaningful engagement, the Community Advisory Board (CAB) serves to keep the Financial Capability Network grounded in the assets and needs of the client community. The Board would have an executive committee with flexible subcommittees that may focus on relevant subjects, such as, Peer Mentoring, Events, Speaker Series, and Internships and Incentives. Additionally, the board could directly support a self-sustaining 'peer to peer' platform (see FC3) that would improve potential of network success and increase the social capital of all involved.

## Goals

- Empower customers in achieving financial capability
- Foster collaboration among network members
- Act as an organized continuum of care
- Advocate for the financial capability of the region

## Actions and Collaborations

- Promote and Identify Community Board Members
- Support the CAB with services and allies
- Connect CAB work to regular network meetings

## Relevant Insights

**Help is there when you least expect it.** *"I went to get my nails done and my kid was running around. The nail salon lady turned to me and said do you have more kids? Do you need help? And I said yes I do! That is how I got connected with United Way and learned about many programs that are helping me and my kids".*

**How do you know what you don't know?** *"I was at a homeless shelter and was referred to a DV support group through CHOICES. While in the support group to "be a better me", she was connected to a financial class offered by Allstate. She wasn't looking for financial classes at that but found it to be helpful as she fought to be independent and get her kids back."*

**Peer to peer models.** *Peer to peer models leverage existing expertise in communities, increase accountability for clients, increase cohesiveness within the community, and serve as a cost effective, high-impact programming model.*



# Story Core

## The Idea

As a network we need to collect, organize, and distribute qualitative and quantitative data to inform external partners and internal practice. Through various media (including digital platforms), the Network Story Core will collect and share essential qualitative data and outcomes from network activities, and may evolve into a champion that raises network related issues and keeps the public mind on this sector. Additionally, the Story Core will work to create a continuous learning loop within the network that is reflective and inclusive of the diversity of the clients we serve.

## Goals

- Empower customers in achieving financial capability
- Foster collaboration among network members
- Act as an organized continuum of care
- Advocate for the financial capability of the region

## Actions and Collaborations

- Develop online internal sharing platform
- Establish network outcomes and measures
- Collect and curate stories and data
- Share data with general public

## Relevant Insights

**Celebrating wins.** *“We always think about who we can blame the good results on.” Sharing credit and celebrating each organization’s successes helps to lift up each organization, while also strengthening the network. It creates a sense that “we’re in this together”.*

*Effectiveness of financial coaching can be measured if frequent data is collected about the progress of the client at various time points.*

**Success builds on success.** *Clients are motivated by success. Small wins, leads to bigger gains. Articulating these successes requires some form of tracking and assessment.*

The logo for 'Story Core' is written in a large, orange, cursive script. The word 'Story' is on the top line and 'Core' is on the bottom line. A blue feather graphic is positioned at the end of the word 'Core', pointing upwards and to the right.

# Central Intake Process

## The Idea

The Centralized Intake Process (CIP) enables a customer to access (either in person or digitally) into any network member organization and get connected to the services they need. Since the network covers the corners of Central Ohio, the customer's required services are often available in a different, potentially distant, location. The CIP helps staff to make these connections, and since the process and intake questions are shared amongst organizations, the customer won't need to re-explain themselves at every new door.

## Goals

- Empower customers in achieving financial capability
- Foster collaboration among network members
- Act as an organized continuum of care
- Advocate for the financial capability of the region

## Actions and Collaborations

- Develop Asset Library
- Establish process for intake and referral
- Connect with Ride-sharing Concept

## Relevant Insights

*"Professionals need support and development. It's hard for me to reach out to others doing similar work without a common language, a common set of standards..a common place to start from."*

*"I need a person who will tell me like it is without judging me for the choices I have made. They need to get me and my life before they can tell me what I need to do with my money."*

*Working against competition. In a climate where competitive funding drives programming, collaboration can be threatening.*

*"Work cannot be isolated from the real life complexities. If you want people to do good work, you have to take into account their life challenges, and support them to figure it out. This will help make them productive and more stable."*



**Central Intake Process**



# Financial Capability Academy

## The Idea

The Financial Coaching Academy offers support, education, and ongoing professional development to those providing financial capability services. The Academy provides an opportunity to connect with others doing similar work to share wins, challenges, and learnings. The network pools resources to offer mini-grants to those seeking certification through the Academy as a strategy to strengthen the power of the network, develop qualified providers, and create access to this support to all providers.

## Goals

- Empower customers in achieving financial capability
- Foster collaboration among network members
- Act as an organized continuum of care
- Advocate for the financial capability of the region

## Actions and Collaborations

- Develop learning opportunities around financial capability
- Pool resources to support access to the academy
- Invite interested providers to participate

## Relevant Insights

*“Professionals need support and development. It’s hard for me to reach out to others doing similar work without a common language, a common set of standards..a common place to start from.”*

*“I’d love to connect with someone else doing similar work. It can be lonely. It would be great to have some support—has this ever happened to you? What did you do when...? How could I have handled that better? This worked great...”*



# NETWORK ACTIVATION

In August, the group reconvened to select ideas to move forward to action. Four action teams self-organized around these ideas and generated an action plan to test and prototype concepts over the next three months.

## CONTENTS

- Consumer Advisory Board
- Seal of Approval
- Central Intake Process
- Financial Capability Lab

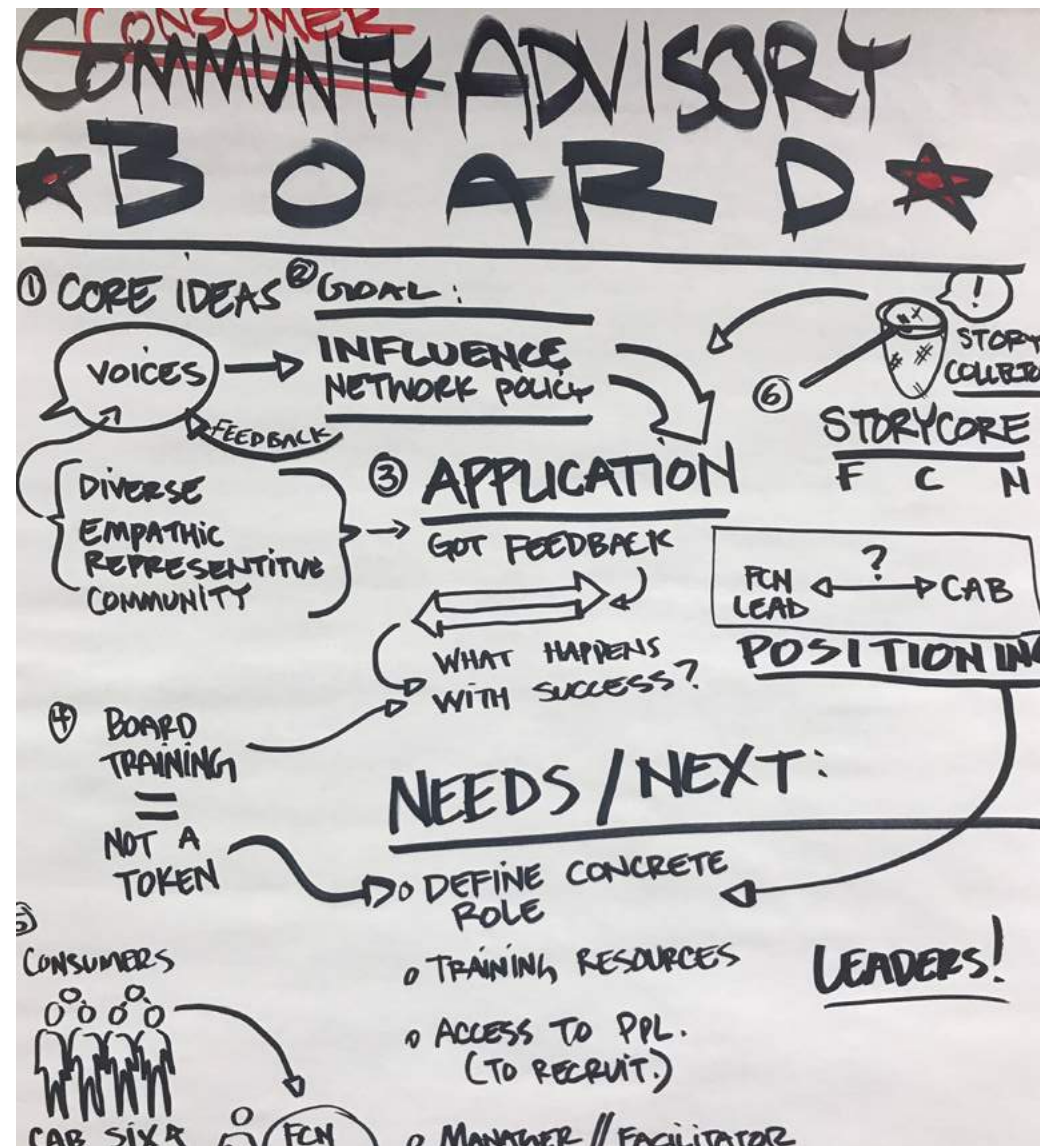
# TEAM 1: CONSUMER ADVISORY BOARD

## THE CONCEPT

The purpose of this concept was to create a mechanism which would driven community-based accountability of the network. The team—including three consumers engaged from the beginning of this project—envisioned the role of the Consumer Advisory Board and crafted supporting roles and responsibilities for the members. They then tested these with actual consumers to ensure that serving on the board would be mutually beneficial and that the participating members would find value in doing so. Based on consumer response, they refined these roles and responsibilities and made recommendations to the network for implementation. Recommendations included investment in the board through a designated host, development of the board, and positioning the board to assume power in network leadership.

## MEMBERS

Dauntea Sledge (CPO Impact + Consumer);  
 Miranda Martinez (OSU Extension); Michelle  
 Castrogiovanni (City of Columbus); Kim Stands  
 (City of Columbus); Megan Sullivan (Columbus  
 Legal Aid); Mikey Federer (Consumer).



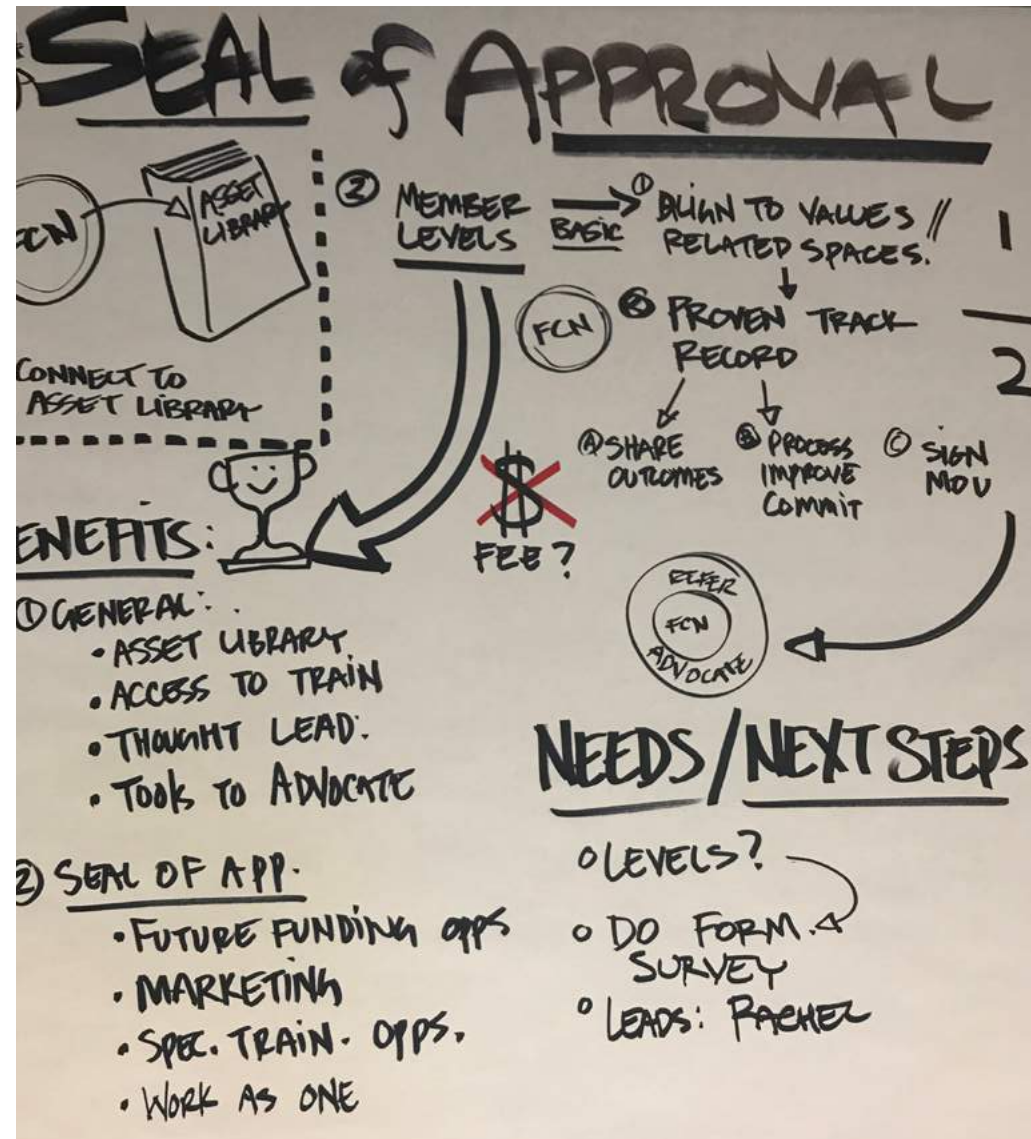
# TEAM 2: SEAL OF APPROVAL

## THE CONCEPT

This concept focused on communicating value in network membership for both participating organizations and for consumers. The team developed a tiered membership framework, allowing for both open and inclusive membership and more exclusive, deeply invested levels of membership. A membership survey was created and distributed to participating members to define various characteristics of membership. Based on the network response, a tiered membership structure was developed, with a "Seal of Approval" as the most exclusive level of membership. The team proposed the tiered membership framework, with accompanying benefits for various membership levels and received network approval.

## MEMBERS

Daniel Ruggiero (Homes on the Hill); Rachael DeLeon, AFCPE; Alex Derkson, JP Morgan Chase; Reggie Thomas (Huntington Bank); Carrie Almasi (United Way of Central Ohio).





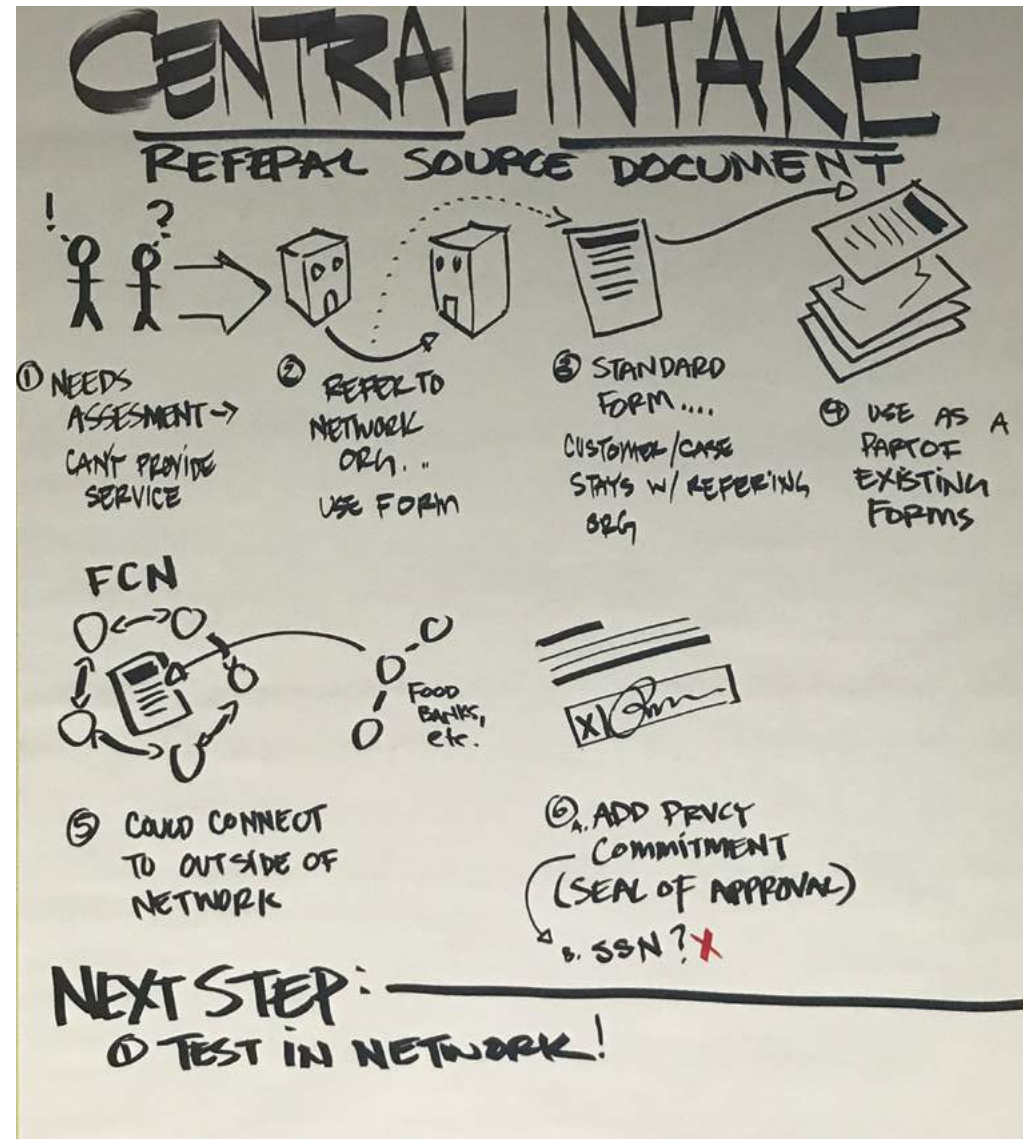
# TEAM 3: CENTRAL INTAKE PROCESS

## THE CONCEPT

With the aim of creating an efficient and consumer-friendly intake process, this team crafted a central intake form, based on synthesis from each organization's intake form, and tested this form along with a proposed process for using it with other service providers. Based on feedback, the team proposed using a central intake form which would be sent electronically across organizations to facilitate warm referrals and coordination of services. The team sought support from the network to implement this protocol and with assurance of integrating privacy considerations, the network agreed to pilot.

## MEMBERS

Netta Whitman (Homeport Ohio); Melissa Holcomb (Jewish Family Services); Diamond McCoy (Center for healthy families); Debera Diggs (Lutheran Social Services of Central Ohio); Alex Barkley (CPO Impact).



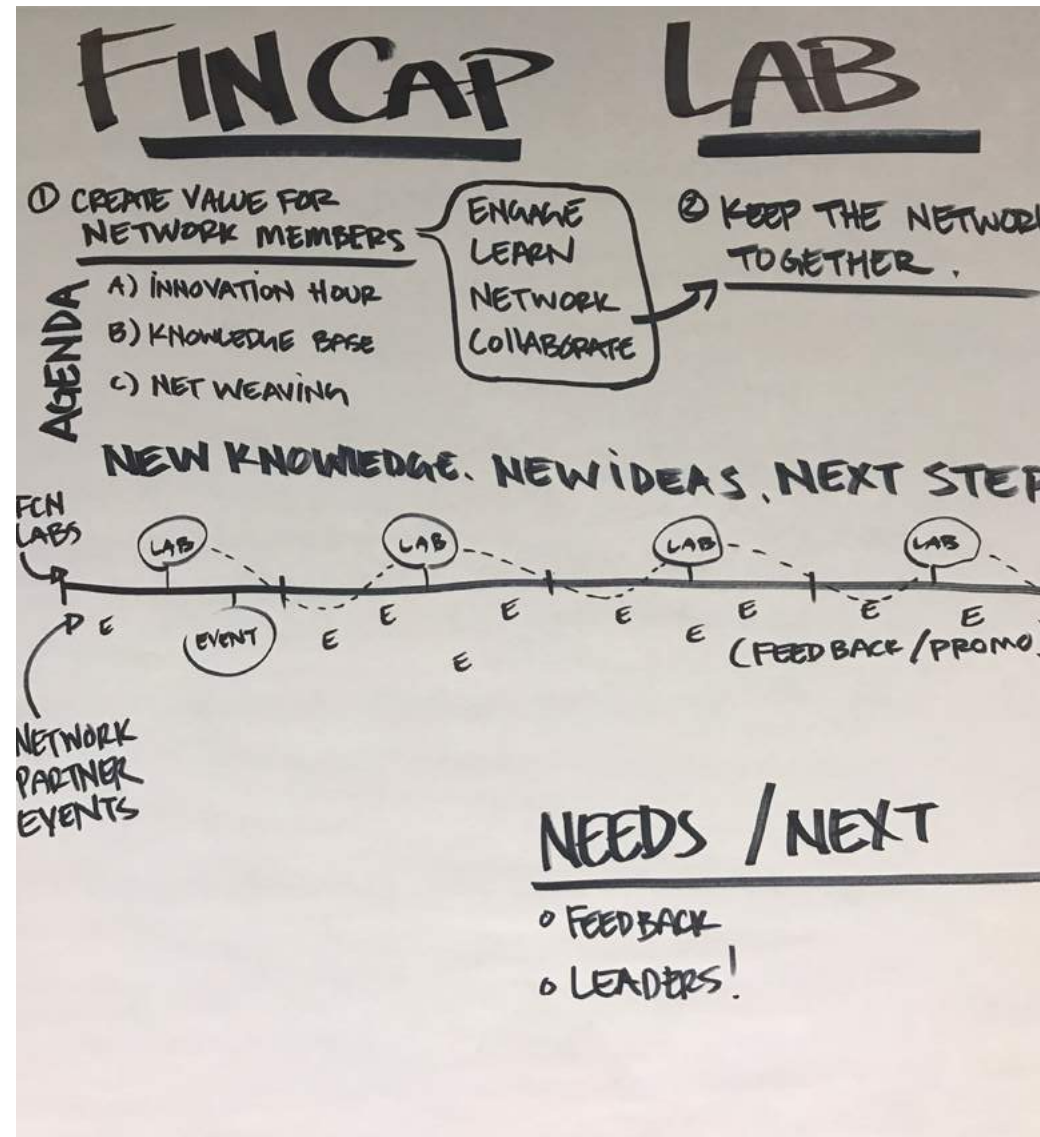
# TEAM 4: FINANCIAL CAPABILITY LAB

## THE CONCEPT

This team sought to create formalized learning opportunities for financial capability service providers. They worked to develop a concept of a lab, with proposed structure focused on both informal “netweaving” (or building relationships) and formal learning. They proposed using the lab as the infrastructure for the network convenings, organizing these engagement opportunities to align members to network goals. The team proposed the concept in the form of a promotional flyer to test interest and commitment from the network.

## MEMBERS

Jarod Taylor (Impact Community Action); Craig Murphy (Homeport); Brandy Avery (Financial Power Network); Natasha Bishop (Apprisen); Matt Kosanovich (United Way Central Ohio).



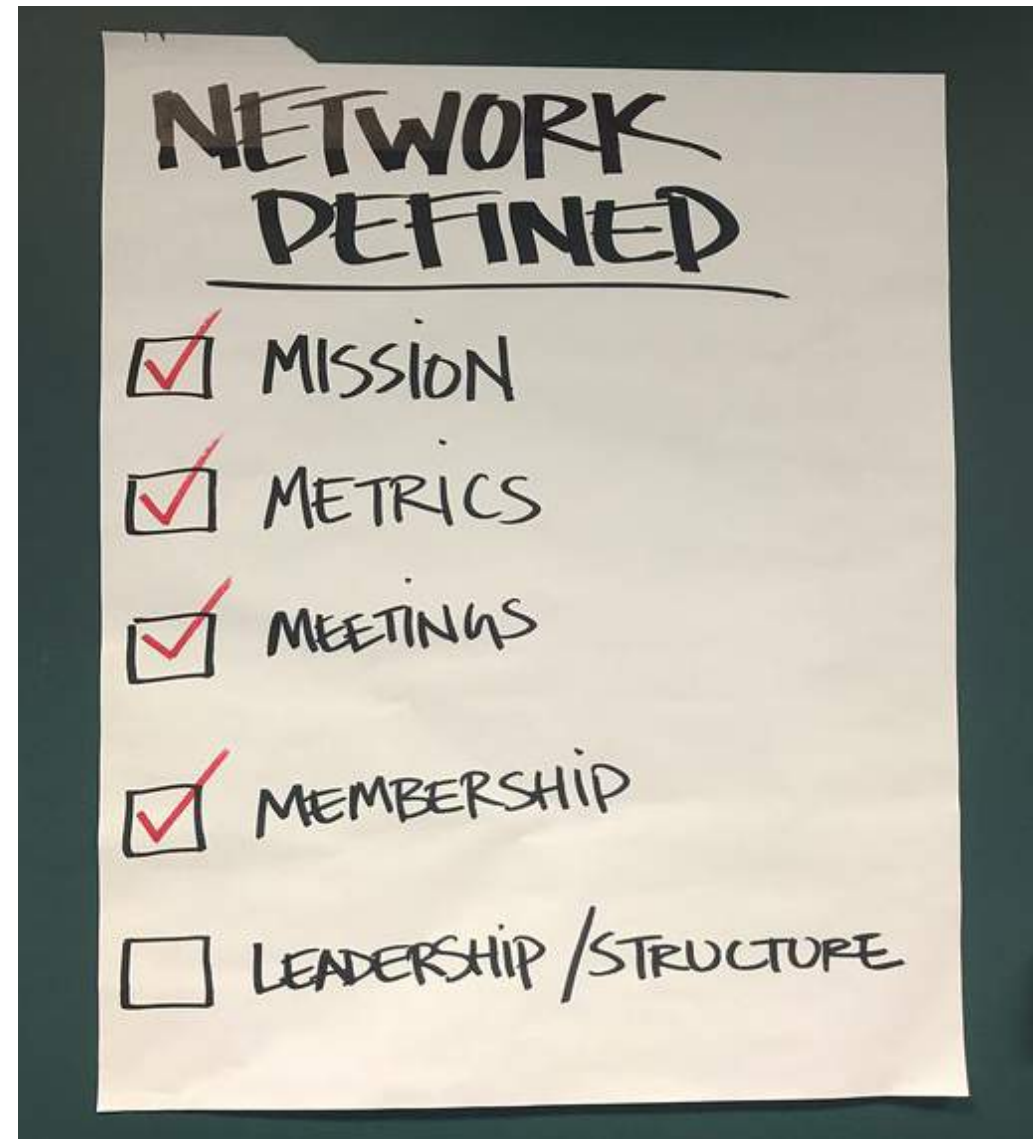
# NETWORK 2.0 LAUNCH

In November, the network reconvened to reflect on the work generated by the action teams and determine next steps for the Network 2.0. They revisited their developing vision, goals, and metrics and unanimously affirmed these, grounding the network in a clear, shared vision.

# NETWORK 2.0 LAUNCH

Each action team reported on their prototyping efforts, shared what they had learned, and proposed refined concepts for the network's approval and continued investment. As the action teams shared each concept, strong connections were drawn between and among the concepts allowing for the design of an integrated network framework. The network agreed to move each of the concepts forward, as recommended by the action teams. Additionally, leaders from each action team stepped up to ensure effective implementation and sustainability of that concept.

These emergent leaders, from both the action teams and the initial steering committee, will reconvene in one month to reflect on the evolving structure, set milestones and objectives for each concept, and create a clear plan for moving forward with implementation.





# THANK YOU!

Thank you to the core team: Carrie Almasi (United Way Central Ohio); Matt Kosanovich (United Way Central Ohio); Craig Murphy (Homeport Ohio); Jarod Taylor (Impact Community Action); Alex Barkley (CPO Impact); Daniel Rugiero (Homes on the Hill); Kim Stands (Columbus government); Natasha Bishop (Apprisen).





For more information on the Financial Capability Network of Central Ohio please contact Carrie Almasi: [Carrie.Almasi@uwcentralohio.org](mailto:Carrie.Almasi@uwcentralohio.org)



This process was designed and facilitated by Design Impact, a non-profit social innovation firm located in Cincinnati, Ohio. Learn more at [www.d-impact.org](http://www.d-impact.org).