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YOUNGSTOWN



DOLLARWISE

MAYORS FOR FINANCIAL LITERACY

INNOVATIONS IN FINANCIAL EDUCATION

2017 EDITION



THE UNITED STATES CONFERENCE OF MAYORS
COUNCIL ON METRO ECONOMIES AND THE NEW AMERICAN CITY

Bank of America



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ABOUT THE UNITED STATES CONFERENCE OF MAYORS

The U.S. Conference of Mayors is the official non-partisan organization of cities with populations of 30,000 or more. There are 1,407 such cities in the country today, and each city is represented in the Conference by its chief elected official, the mayor. Like us on Facebook at facebook.com/usmayors, or follow us on Twitter at twitter.com/usmayors.

ABOUT THE DOLLARWISE CAMPAIGN

The DollarWise Campaign is the official financial education effort of The United States Conference of Mayors and its Council on Metro Economies and the New American City. Since 2004, hundreds of cities have participated in DollarWise initiatives. DollarWise encourages mayors and city staff to address the growing need for financial literacy in our nation's cities. To assist cities in their efforts, the Mayors' DollarWise Campaign works to build strong relationships with national organizations - including federal agencies, nonprofit groups, and corporations that offer technical support, curricula, and financial assistance. DollarWise also offers cities the opportunity to receive funding to enhance and expand creative and innovative financial literacy efforts through its Innovation and Summer Youth Campaign grants programs.

DollarWise programming is made possible through support from the Bank of America Charitable Foundation. For more information on the DollarWise Campaign, please visit www.bedollarwise.org or contact DollarWise Manager James Kirby at jkirby@usmayors.org.



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DollarWise Innovation Grant recipients since 2004

Introduction

Innovations in Financial Education is the annual best practices booklet that highlights the winners and finalists of the DollarWise Innovation Grants

As finalists, these cities have among the best financial literacy programs in the nation. DollarWise invites mayors, their staff, and additional interested parties to review the profiles of these cities' efforts to garner ideas and inspiration for their own financial education campaigns.

WHAT IS THE DOLLARWISE CAMPAIGN?

DollarWise supports the goals and objectives of the National Strategy for Financial Education 2011, released by the federal Financial Literacy and Education Commission in December 2010. The Campaign invites mayors and city staff to examine their communities' financial education needs; create an action plan; and forge strong relationships with financial institutions, faith-based groups, nonprofits, local businesses, and others in the community to address this important issue. DollarWise offers support through its two grants programs, technical assistance, and collaboration with national organizations.

The United States Conference of Mayors asks every city to make a commitment to financial education, and to participate in DollarWise initiatives. Together, we are building a strong foundation for the future of our communities and their residents.

WHAT ARE INNOVATION GRANTS?

DollarWise Innovation Grants help to expand and develop some of the most innovative and effective financial education initiatives in the United States. For 2017, a \$10,000 DollarWise Innovation Grant was awarded to one city that integrated financial education training into its English as a Second Language programming, one city that offered comprehensive financial education to residents in a prisoner re-entry program, and one city that integrated financial education into its public housing initiative. DollarWise Innovation Grants are awarded each year and are used by the recipient cities to enhance and expand their programs. Applications are accepted each fall, and the awards are presented at The United States Conference of Mayors' Winter Meeting in Washington, D.C.



(Left and below) GLOBAL LEX participants from Bhutan have taken the Targeted ESL Driving & Public Safety Courses and have participated in the identity theft and tax fraud workshops that kicked off GLOBAL LEX's Financial Literacy Program. They will be participating in GLOBAL LEX's new Financial Literacy series beginning in July 2017.





Lexington, KY

GLOBAL LEX

“Financial literacy is an important part of building quality of life in our city. Integrating financial education into GLOBAL LEX programming will support multilingual classes that will immensely assist people who are new to our city and to our country.”

- Mayor Jim Gray



Mayor
Jim Gray

The Lexington-Fayette Government opened the Global Engagement Center in 2016, as a response to an explosion in the city’s foreign-born population over the past eleven years: 15,000 residents to 59,000 residents. The GLOBAL LEX Center serves clients speaking over 154 languages and addresses the barriers faced by new residents through services pertaining to English as a Second Language (ESL), housing, financial literacy, driver’s education, and more.

Prior to the creation of GLOBAL LEX, there was a strong need for targeted ESL classes to assist new residents in obtaining their learner’s permits and driver’s licenses. As a result, a team of university professors worked with Global Lex to develop an ESL curriculum that focuses on Driver’s Education. This included the Fayette County Attorney’s Office, which conducted training courses in 8 different languages. The pilot program in Driver’s Ed ESL at

GLOBAL LEX resulted in 20 out of 21 students passing their learner’s permit test in English.

EXPANDING FINANCIAL EDUCATION THROUGH DOLLARWISE

Combining language programming with city and social services is critical for Lexington’s immigrant community, which is now at nearly 20% of the city’s total population. With DollarWise funding, GLOBAL LEX will translate financial literacy materials, information sheets, and applications for current programs digitally, so that they can be used for years to come.

GLOBAL LEX will partner with the City of Lexington’s video specialists in the communications department, to create recordings of the the financial literacy courses, so that subsequent GLOBAL LEX participants can learn from them. These digital and electronic measures are cost effective ways to build programmatic infrastructure moving forward.

ACCESSIBILITY

GLOBAL LEX is located on a city bus line to provide opportunities for those without a car to access services as efficiently as possible. Bus tokens and meals are provided to low-income clients as incentives for attending classes. Additionally, if participants attend all six sessions and complete the supplemental homework, they are eligible for a banking incentive. Successful graduates are offered \$25 to open a checking account and an additional \$25 to open a savings account. Participants also receive \$5 for every class that they attend (up to \$25).

In total, participants can receive up to \$75 for participating in GLOBAL LEX programming. These incentives are designed for participants to encourage saving for both planned and unplanned financial needs that arise. Specifically, GLOBAL LEX's goals are to expand multilingual drivers and financial education classes to reach a larger percentage of Lexington's international population.

AN INNOVATIVE APPROACH

GLOBAL LEX has a history of working with African, Middle Eastern, Asian and Latin American groups and civic organizations representing cultures from around the world in a variety of capacities. High levels of interest, participation, and success in completing courses offered at Global Lex are a testament to the success of approaches used by the Center in reaching the city's high-needs low-income immigrant populations. This trust and relationship that has been formed will enhance the approach to offering financial education classes. Strategic networking with other community and educational agencies, the media, and groups with common visions greatly broadens the reach of GLOBAL LEX programs.

REPLICABILITY

GLOBAL LEX's ESL Driver's Education program is currently being studied and used as a best practices example by three other cities in Kentucky. Global migration is on the rise and communities across the nation have been challenged to provide language support, and access to services, for their foreign-born residents. There is a strong need to build mechanisms in parts of the country that are not traditionally immigrant portals, and that are not sufficiently prepared to implement programs that will help families achieve and thrive in their new homes.

GLOBAL LEX Financial education materials are readily available in English, and with appropriate language translation capabilities, cultural access pieces can be used by additional cities to create their own programs, and to increase public safety, law enforcement, and the overall empowerment of new residents.

COMMUNITY PARTNERS

Partners include: Commerce Lexington, Goodwill Cars to Work Program, Lexington Housing Authority, Maxwell Street Legal Clinic, Migrant Network Coalition, Southeastern Medical Interpreter Association, REACH (Resources Education & Assistance for Community Housing), Habitat for Humanity, Transylvania University, WUKY (local NPR station), Fayette County Public Schools, La Voz (bilingual newspaper), Junior League of Lexington, International Hospitality Program at the University of Kentucky, BB&T and Fifth Third Banks, Lexington Community Radio, Blue Grass Community Foundation, the Foundation for Latin American Arts and Culture, and many others.

GLOBAL LEX's staff members serve on ESL Committees, together with the public library's multicultural liaison, to support and monitor a variety of additional ESL classes that are taught throughout the community in churches, colleges, universities, and other learning centers - including Catholic Charities and Kentucky Refugee Ministries.



The DollarWise Campaign presents the City of Lexington and GLOBAL LEX with a 2017 DollarWise Innovation Grant (L-R) James Kirby USCM Staff, Lexington City Council Member Jennifer Scutchfield, Lexington City Council Member Peggy Henson, Merrill Lynch Senior Vice President Mollie Brennan, Global LEX Multicultural Affairs Coordinator Isabel Taylor, and Lexington Mayor Jim Gray

Being a part of this network allows GLOBAL LEX direct contact with instructors of various ESL classes around the community who share information with students who could benefit from the opportunities. Global Lex staff members also sit on the boards of several organizations that promote its goal of providing access to services to those with limited English proficiency through membership, programming, leveraging resources, networking, using key advocates to access media, and joint fundraising.

MAYORAL SUPPORT

In 2015, the Mayor's International Affairs Advisory Commission was formed to advise the mayor about concerns within the international community of Lexington. The Commission is composed of 2 regional representatives from Africa, Middle East, Europe, Asia, and the Americas. The Mayor, two city councilmembers, four government staff, and several additional key international trade, business, and

community service partners also serve as commissioners. Meetings are held quarterly and the public is invited to attend. The International Affairs Advisory Commission allows the Mayor to be more involved in international community affairs, and to encourage civic engagement among the international community. The Commission is comprised of five subcommittees: Education & Advocacy, Media & Communications, Economic Development, Civic Engagement, and Arts & Cultural Affairs.

The Multicultural Affairs Coordinator at GLOBAL LEX reports to the city council regularly about the challenges and celebrations within the diverse communities, and makes recommendations on ways that the Council can continue to support multicultural efforts. The Department of Social Services (DSS) provides support and guidance to Global Lex in various forms. At monthly DSS meetings, program implementation is addressed and feedback is received from additional departmental partners.



DOLLARWISE
MAYORS FOR FINANCIAL LITERACY

Washington, D.C.

Aspire to Entrepreneurship



Mayor
Muriel Bowser

“As Mayor of the District of Columbia, I vowed to expand inclusive prosperity and to diversify our economy so that more women, minorities, and Washingtonians who have felt left out, overlooked, or ignored can share in our City’s prosperity—and that includes our returning citizens. The ASPIRE to Entrepreneurship Program builds on DC’s efforts to be the Capital of Inclusive Innovation. My Administration is finding new and innovative ways to support our returning citizens, invest in their ideas, and to provide them with a roadmap to prosperity.”
- Mayor Muriel Bowser

Washington, D.C.’s Aspire to Entrepreneurship program is an initiative run through D.C.’s Department of Small and Local Business Development (DSLBD) and the Mayor’s Office of Returning Citizens (MORCA), to help re-entering D.C. residents learn critical skills to help them start businesses after incarceration.

The Department of Small and Local Business Development started this effort to build Aspire in February 2016 at the direct leadership of Mayor Muriel Bowser, who requested that a program focused on supporting justice-involved residents of the District be implemented. Mayor Bowser provided a charge, and asked that the city agencies with the most knowledge of business development use innovative approaches to make Aspire possible. She then charged the Deputy Mayor for Greater Economic Opportunity, whose office oversees DSLBD and the Department of Employment Services, with monitoring the ongoing success and expansion of Aspire.

INTEGRATING FINANCIAL EDUCATION

Aspire to Entrepreneurship will use a DollarWise Innovation Grant to help integrate financial education into the program beyond skills training, as a final coaching component. The grant is projected to reach 100 clients in 2017. Coaching as a best practice will set the baseline for core program participants and will also be exportable to other local financial literacy training for similar programs for many undeserved and under-represented populations in the District.

As Aspire assesses access to capital challenges, bolstering a population’s understanding and ability to work with bankers and CPAs is critical, and requires coaching through key terms and practices. The DollarWise Innovation grant will allow the District to push the bar on a new service model for providing the level of financial literacy support required to make a substantial impact.



AN INNOVATIVE PROGRAM

Some of the more innovative approaches to reaching program success have included considering the specific needs and challenges by the individual cohort, and identifying the necessary resources to meet those needs as they arise. Aspire is providing a wage stipend to participants, and is encouraging them to build their skills and confidence in order to use a lean start-up model of iterating and pivoting their business models as they attempt different approaches to entering the marketplace. This approach is common among ordinary tech start ups, but less common in the context of re-entering residents. As Aspire continues to build and support this model, it is also building a strong foundation of financial understanding. This is critical as participants try new approaches to creating products, understand how to assess profit and loss, maintain inventory, and also to prepare their finances to become loan and investment ready.

REPLICABILITY

Aspire's coaching model for re-entering citizen businesses is highly replicable in additional cities. Aspire sees many entrepreneurial programs for returning citizens or other populations that focus on up-front training. However, far fewer programs move into support during incubation to help ground curricula with real-world experience. As Aspire continues to develop its program model, it will keep its costs as low as possible to ensure scalability of the program. It will also divide the program into key replicable components so that portions of the model can be adopted elsewhere based on funding availability and needs. A financial coaching model for incubating businesses, with a full understanding of the additional financial barriers that many returning citizens face, would help push the bar on the style of support that is greatly required to ensure program impact. This model adapts to adult learning styles, and could be the foundation for business cooperatives, or other incubators that help new businesses, determine the appropriate level of business support services (like an accountant or accounting software) that should be applied to business plans to help ensure that their businesses can be successful.



The DollarWise Campaign and the Bank of America Foundation joined Mayor Muriel Bowser for her annual “InnoMAYtion” event at Carnegie Library in Washington, D.C. The event highlighted the Aspire to Entrepreneurship program and its partnership with The DollarWise Campaign.

MAYORAL INVOLVEMENT

Both the Mayor and Deputy Mayor continue to provide their support for the Aspire to Entrepreneurship program, and regard it as a key initiative. Further, through the Mayor’s Office of Returning Citizen Affairs, Mayor Bowser has had a direct representative involved in the program since the first weekly stakeholder meeting, to ensure that the needs of D.C.’s re-entering population are well understood, represented, and integrated into the broader community. Mayor Bowser’s foresight, leadership, and empowerment of critical departments in her administration have been key to the success of this very promising approach to dramatically improving the lives of the District’s re-entering residents. This program, and the incredible stakeholder response to supporting the issue of re-entering citizen entrepreneurship, would not have been possible without Mayor Bowser’s ongoing dedication to this issue.

COMMUNITY PARTNERS

The Aspire to Entrepreneurship program is stakeholder-driven to ensure that it is well-connected to the organizations and individuals most familiar with the needs of the re-entering community. Aspire's core Memorandum of Understanding partners include: the Department of Small & Local Business Development, the D.C. Department of Employment Services, the Mayor's Office of Returning Citizens Affairs, the federal Court Supervision and Offender Services Agency (parole and probation), and the nonprofit organization - Capital Area Asset Builders.

Capital Area Asset Builders provides matched-savings accounts to participants in the Aspire program, and through its support, Aspire has engaged all local Community Development Financial Institutions (CDFIs) and micro-loan providers. Additionally, Aspire has collaborated with D.C.'s local Women's Business Center to provide Federal Reserve Money-Smart training.

One of Aspire's program participants is a re-entering D.C. resident, who is now a 22-year accountant, and is starting her own accounting practice. She is currently supporting her peers through her connection to Aspire and through her hard-earned success.

FORGING STRONG RELATIONSHIPS

Washington, D.C.'s Aspire program continues to break down barriers and forging community partnerships through its programmatic success. Aspire has engaged the American Bar Association's Collateral Consequences Project, local re-entry nonprofits such as the Council for Court Excellence, the Attorney General's re-entry task force, Mayor Bowser's Office of General Counsel, criminal justice reform organizations - internal and external to local government, the My Brother's Keeper initiative, the Public Defender's Office, local law schools, several individual returning citizen business owners and aspiring business owners, the National League of Cities, several federal agencies, and returning citizen entrepreneurship programs in other cities - including Baltimore and Atlanta.

D.C.'s nonprofit service provider - Changing Perceptions - is supporting D.C. residents who have expressed interest in becoming advocates for new Aspire participants. These advocates are spreading the word about programs like Aspire throughout the community as they remain leaders within the District of Columbia.

Youngstown, OH

Youngstown's Municipal Housing Authority



Mayor
John McNally

“Our \$10,000 grant will assist our Community Initiative to Reduce Violence to help two specific programs for incarcerated City residents as they transition back into our community. Providing more financial education to these residents as they return to our community on issues like financial goal setting, household budgeting, credit repair and first time home-buying is crucial to their transition process.”

- Mayor John McNally

The City of Youngstown has launched the Youngstown Financial Reestablishment and Entrepreneurship Education (FREE) Program. As a city facing financial distress and extreme incarceration rates among the City's most vulnerable populations, a re-entry program that reintegrates returning residents is critical in avoiding potentially devastating repercussions on families and the community. Currently, the Youngstown Metropolitan Housing Authority (YMHA) offers a financial fitness course as a support service to over 2,200 of their residents, utilizing the Housing Choice Voucher Program.

Successful participants receive a financial fitness certificate at the conclusion of the course.

Reviews of the program by YMHA agency leaders have indicated that average attendance for each session is about 25 participants. In total, 20 residents have successfully completed the financial fitness curriculum for a graduation rate of 80% among the program offered to YMHA residents. Working alongside project partners, the Youngstown Neighborhood Development Corporation, the Community Corrections Association, the Ohio Adult Parole Authority, and the Youngstown Metropolitan Housing Authority, Youngstown's program will utilize a DollarWise Innovation Grant to coordinate the organizational expertise and structure of existing organizations and their programs to implement a successful financial fitness course among returning citizens.

THE FINANCIAL FITNESS CLASS CURRICULUM WILL INCLUDE:

1. Goal Setting, Decision Making & Budgeting
2. Banking: Traditional/Online - how to avoid internet scams + Taxes
3. Debt Reduction (Understanding Credit/Cards)
4. Saving for Today and Investing for the Future
5. Avoiding Financial Pitfalls – (Payday/Title Loans, rental centers, bankruptcy)
6. Student Loans – Pros & Cons
7. Money Management & Couponing
8. Fair Housing/ Predatory Lending/Consumer Rights
9. Accessing Home Readiness
10. Home Maintenance
11. Entrepreneurship

*The financial education curricula is integrating ten existing lessons with additional focus being added to the Entrepreneurship module. Entrepreneurship is a broad topic that connects training and education opportunities to a wide variety of relevant fields including commercial landscaping, construction, and the restaurant industry (for example).

Through this program, participants are able to see how financial education and entrepreneurship are connected to occupations and opportunities that they may potentially choose as they re-enter their communities.

The addition of entrepreneurship is critical as recidivism rates have been shown to drastically decrease among returning citizens who have gained some sort of entrepreneurial instruction and training. This training will directly support the community as local government and taxpayers will not have to be responsible for any opportunity costs related re-entry into the local justice system.

Youngstown's approach toward the implementation of this project will not only act as a collaborative education tool for prisoners re-entering society, but rather a community development tool to retain citizens in their neighborhoods, and to promote business development among a historically underserved population.

REPLICABILITY

Youngstown's program will continue to develop as an innovative approach toward prisoner reintegration. It has been intentionally crafted to be a replicable model for communities working to implement similar programs to reduce recidivism rates, and to promote financial & entrepreneurial literacy for returning citizens. Key partners from Youngstown are willing to communicate and offer technical assistance to additional cities. Youngstown stakeholders are poised to offer feedback regarding the formation of their strategic partnerships in an effort to replicate the Financial Reestablishment and Entrepreneurship Education Program. The curriculum will be kept up to date regarding the latest financial literacy practices. Other cities will have access to the program evaluation, lessons learned, program statistics, and stakeholder feedback available for reference.

COMMUNITY PARTNERS

- **Human Relations Commission** - Serves as the investigative body for complaints of discrimination in the areas of fair housing and fair employment.
- **City of Youngstown Community Initiative to Reduce Violence (C.I.R.V.)** - A partnership of law enforcement, social service agencies, and community members all gathered with the goal to reduce gun violence in Youngstown, Ohio.
- **Probation Department** - Provides services to the court that include conducting competency evaluations, making referrals for mental health treatment, substance abuse treatment and SLIP (Suspended License Intervention Program, conducts pre-sentence investigations, monitors probationers, Electronic House Arrest orders and community service.
- **Youngstown Metropolitan Housing Authority** - The YMHA has a staff of 80 professionals dedicated to administering 2,239 Housing Choice Vouchers, managing a portfolio of 1,455 Public Housing units, and operating with a budget of \$30 million.
- **Adult Parole Authority** - Mission: Reduce Recidivism Among Those We Touch.
- **Community Corrections Association (CCA)** - A private non-profit agency that was founded in 1974. The agency operates both residential and non-residential programs in Mahoning County. There are four residential facilities at CCA totaling 217 beds.
- **Youngstown Neighborhood Development Corporation** - YNDC is committed to improving the quality of life in Youngstown by building and encouraging investment in neighborhoods of choice for all.
- **Youngstown State University** - Regional Economic Development Initiative.
- **Local Entrepreneurial Resources** – Youngstown Business Incubator, Small Business Development Center, Youngstown SCORE, Mahoning Valley Economic Development Corporation, Raymond John Wean Foundation, and the Eastgate Regional Council of Governments.

MAYORAL SUPPORT

Mayor John McNally and his staff have remained champions of Youngstown's program and its plan to provide financial education training to those involved. Below are ways that Mayor McNally's Office has opted to support the program moving forward:

- The Mayor will host a ceremony to congratulate and award completion certificates to all participants who successfully complete the financial literacy curriculum.
- The Mayor's Office will continue to work closely with the City of Youngstown Community Initiative to Reduce Violence (C.I.R.V.) and the Police Chief to talk with members of the re-entry population immediately after they are released from incarceration.
- City staff will continue to actively participate in Youngstown NOW Peace Rallies in an effort to build community among residents citywide and work to reduce gun violence.
- The Mayor will continue to facilitate opportunities to gain Collaborative input and to create working sessions for project implementation with key stakeholders.
- The Mayor will engage with press and media to promote the program.
- The Mayor's Office will assist in helping program participants connect to opportunities and to people who may offer additional resources.
- The Mayor has expressed willingness to write letters of support for additional grants and program activities for certified participants.
- Successful participants of the program will be integrated into the City of Youngstown's new 'City of You' marketing and branding campaign. Participants who use their education for innovative and entrepreneurial practices post-program completion will be featured for all Youngstown residents to see.

Atlanta, GA

Welcoming Atlanta

“The Welcoming Atlanta initiative brings together city government and community leaders to create a more welcoming and inclusive Atlanta that attracts and retains diverse talent, while ensuring that all Atlantans are meaningfully included and supported by our city programs, regardless of language or country of birth.” - Mayor Kasim Reed

Welcoming Atlanta, a city initiative, builds upon Atlanta’s proud tradition of inclusion and welcoming by ensuring that its immigrant and refugee neighbors are seamlessly integrated into the fabric of its community, as it continues to build a multicultural city that attracts families and businesses from around the world.

Today, Metropolitan Atlanta boasts the second-fastest growing foreign-born population in the United States. The Welcoming Atlanta initiative brings together city government and community leaders to support its newest Atlantans and to ensure that the city remains a global leader in the 21st century. Welcoming Atlanta aims to foster a connected community where all Atlantans can fully participate in civic life, contribute their talents to grow Atlanta’s economy, and work together with those entrusted to protect its public safety to make Atlanta a safe and friendly place to live and do business.

INTEGRATING FINANCIAL EDUCATION

The City of Atlanta created an engaging and robust financial literacy education program for English as a Second Language (ESL) learners when it was awarded a 2016 DollarWise Innovation Grant. Welcoming Atlanta now provides financial literacy content in eight-week cohorts during regularly scheduled ESL classes. The combined programming of Welcoming Atlanta’s financial literacy and ESL curricula is known as the Financial ESL Literacy Toolbox.

Three, eight-week series have been successfully administered to date. The central components of Atlanta’s ESL- financial literacy campaign include: embedding financial literacy within existing ESL instruction, guiding immigrants to and promoting other city programs to continue expanding their personal and financial growth, and increasing awareness and participation in community and civic engagement opportunities.



Mayor
Kasim Reed



COMMUNITY PARTNERS

The Welcoming Atlanta Advisory Committee continues to provide strong and consistent support to the City of Atlanta and to the Mayor's Office of Immigrant Affairs in its deep commitment to immigrants and refugees having access and full integration into civic life. This Advisory Committee is comprised of diverse leaders from the public, private, and nonprofit sectors and works in tandem with the city to ensure the existence of a holistic community-wide approach to immigrant integration - with financial literacy as a critical component. This committee, along with additional partnering city agencies, fully understands the importance of access to simple and effective financial literacy, especially to immigrants. A full list of the Mayoral Welcoming Atlanta Advisory Committee can be viewed by going to www.welcomingatlanta.com/about-us/. All of the Mayor's Office Campaigns are guided, supported, and enhanced by Welcoming Atlanta's Advisory board, which meets on a quarterly basis.

Welcoming Atlanta has also created a partnership with HUD, to pilot a program called ConnectHome - an initiative that provided tablets and free internet to 200 ESL families in 2016, with the goal of reducing the digital literacy divide within immigrant communities. Through hands-on parent workshops, Welcoming Atlanta will integrate the same on-line financial literacy resources and tools used in the DollarWise campaign with the ConnectHome adult participants - exceeding the expected program reach.

Welcoming Atlanta has also developed a strong and enthusiastic partnership with the Atlanta Public Schools Adult Learning Community (APS), which includes various city agencies and private companies. APS offers ESL classes in a central location that is accessible through public transportation.

TEACHING METHOD

ESL/financial literacy courses are taught at centrally-located community learning centers, accessible by train and well-known to the communities that they serve. Classes take place Monday through Thursday. The Financial ESL Literacy Toolbox is used for ESL students and those with limited formal education. It is flexible and adaptive with visual graphics - designed to teach ESL and numerical understanding. The financial themes are divided into the following modules: Money, Household, Grocery Shopping, Budgeting, Banking, Goal Setting, Credit Debit and Loans, Saving, and Fraud.

AN INNOVATIVE APPROACH

Atlanta's existing program follows innovative "best-practices" pertaining to ESL, immigrant integration, and diverse financial inclusion as financial literacy is taught through multifaceted workshops. Moving forward, participants will continue to learn fundamental financial literacy concepts as well as how to integrate new habits into daily financial decision-making with simple practices and digital resources- while also learning about the broader context of financial and civic inclusion as vital aspects of long-term economic health.

Providing financial education resources through Welcoming Atlanta is part of a larger initiative within the city to provide new residents with critical social services, and to help them understand how city agencies and systems are interconnected.

DOLLARWISE SUPPORT

Welcoming Atlanta was a 2016 Innovation Grant Award winner. DollarWise funding has allowed the City of Atlanta to establish and expand a crucial participant base surrounding pointed, relevant financial literacy - taught at multiple ESL and education levels. This is a novel, yet simple program dedicated to the financial inclusion of international residents that has also seamlessly created the opportunity to provide aspects of civic education - ensuring that ESL participants are familiar with the role and services of municipal government. No other program in the Atlanta area addresses and teaches financial literacy from the immigrant perspective, while strongly considering students' broad-ranging educational backgrounds.

The 2016 financial literacy campaign has helped city and businesses broaden their outreach to be more diverse and inclusive by engaging ESL students. This campaign has allowed the development of a replicable and expandable synergistic ESL-financial literacy model that ensures access to financial literacy and inclusion while also presenting additional city resources and programming through maximizing ESL class time. Through the DollarWise Innovation Grant, the City of Atlanta has established a productive, flexible model that underscores the fact that immigrants and cities can be very successful when multiple programs, new efforts, and strategic partnerships between city agencies are combined.

MAYORAL INVOLVEMENT

Mayor Kasim Reed's strong and unwavering support of Atlanta's immigrant communities is at the foreground of Welcoming Atlanta's efforts. Under Mayor Reed's leadership and priority initiatives, Atlanta agencies and departments have quickly and enthusiastically joined in Welcoming Atlanta programming. The Mayor's vocal support for immigrants living in the city has led to a culture of inclusion within city agencies and community organizations. Through Mayor Reed's leadership, city departments, both external and within City Hall, have greatly contributed to the education, resources, and tools shared with Welcoming Atlanta ESL class participants. City departments have also made engaging presentations and have intersected financial education and health as part of a more robust approach to community inclusivity.

Frisco, TX

Frisco's English Language Lab: Access to Innovation as a Building Block to the Future



Mayor
Jeff Cheney

Through its English Language Lab, The City of Frisco offers robust English language courses as part of the City Library's education efforts. An integral part of the course work includes financial literacy instruction and access to emerging workforce tech skills such as: basic coding, robotics, 3D printing and design, and digital desktop manufacturing. The City understands that access to new technological skills is a basic financial literacy tool that empowers the adult community's future.

The English Language Lab has been dedicated to bringing emerging technology closer to English language learners over the past two years - particularly through a mechanism where Content and Language Integrated Learning (CLIL) is taught in conjunction with new skills in order to foster a higher interest from students. Working with the local school district's talent pool of teens interested in STEM careers, the city has also brought in a cadre of dedicated youth to help teach these concepts to class participants.

AN INNOVATIVE APPROACH

Frisco has seen exponential growth in the past few years, which has created an influx of international residents for whom English is a second language. In 2012, class attendance was 173 - and in 2015, this number exploded to 743. Creating a flexible ESL class that can handle accelerating population rates has been a key component of the City's educational goals. In response, the City of Frisco has developed a learner-centered and interchangeable Lab Stations approach. The Lab Stations classroom concept is both a map for the physical layout of the classroom and a curriculum tool. The classroom is transformed into smaller groups (or "stations") according to attendance levels and volunteer participation.



Participants in Frisco's English Language Lab

The stations have become a curriculum tool, offering different topics according to language proficiency level. The class has been able to deal with expanding participation rates through integrating community volunteers who grow the capability of the program beyond the limits of a traditional classroom setting. This innovative combination has been a key aspect of retaining and attracting students. This unique approach of bringing technology, financial literacy, ESL, and workforce tech skills into the weekly English Language Lab classroom fully engages the learner. Frisco views this fact as the reason for its program's exploding participation rates.

REPLICABILITY

The City of Frisco's financial literacy and workforce tech skill education efforts are eminently replicable via two key pieces of infrastructure: Public Libraries and Volunteers. As the education arm of the City, the Frisco Public Library is the lever around which Frisco's workforce tech skill training is effectively brought into to the community's skill-base. Most community libraries have taken the lead in learning emerging technology skills. Many of these same libraries also offer some level of English Language instruction as well.

Public libraries can bring the two together via interested staff members who focus on integrating financial literacy skills into technology and language instruction. The Content and Language Integrated Learning (CLIL) methodology is a key-connector between these concepts. The English Language Lab Stations concept is flexible and scalable with minimal staff involvement. Interest in this concept has grown and city staff have taught other educational institutions how to execute this concept in their own environments.



Participants in Frisco's English Language Lab

COMMUNITY PARTNERS AND PROMOTIONAL EVENTS

The City of Frisco has a diverse group of community partners who share the goal of providing financial literacy to residents in the community who can benefit from it the most.

Organizations and local partners that help spread the word about financial education in the city include: Neighborhood symposium for HOA Managers, Frisco Lakes Coffee, and the Collin County Black Chamber of Commerce Small Business Expo.

Baylor Medical Center's Annual Health Fair and Parkview Senior Living Help also spread the word about these opportunities and have helped to ensure the long-term viability of the City's financial literacy efforts with a steady stream of interested learners.

The Indian Chamber of Commerce recently held their International Connection Series where English Language Lab classes were promoted and emerging technology at the city's library was showcased.

Working with the locally-based company, Code Authority, the City of Frisco's Public Library participated as partnering sponsor of Code Launch, a competition to ignite the next-generation of software app development.

Lansing, MI

Lansing Financial Empowerment Center's Re-entry Program

“Financial empowerment is an explicit part of our economic development strategy because the financial wherewithal of our citizens forms the foundation of our shared prosperity. This is especially true for re-entry citizens, who clearly benefit from professional financial coaching as they transition back to society after a period of incarceration.” - Mayor Virgil Bernero

The City of Lansing has partnered with the Ingham County Parole Office since 2014 to provide financial education to participants in the program. In 2014, Ingham Parole mandated monthly financial counseling sessions for all parolees who exited prison and entered state-funded housing (generally because of a lack of family support, and a record which precluded staying in a shelter). After financial education was introduced, the length of stay in state-funded housing decreased by 33 days compared to the prior year when no counseling was offered. Lansing has continued to deliver this service to all qualifying parolees (averaging 45 per year) in 2015 and 2016.

Success in this project has been measured by change in length of stay, average debt decrease, percent of parolees who are saving monthly, percent who have opened a safe, affordable bank account, and percent who have increased their credit score or established credit. In the summer of 2015, Lansing added a banking access (Bank On) program to its re-entry efforts, and partnered

with the probation office to help parolees open bank accounts. Lansing holds two events each month (one at its parole office, and one at its probation office) in where the City delivers the FDIC Money Smart curriculum.

Three financial institutions are present at these events and accept account applications on-site. To date, 172 reentry citizens have participated in the workshops, 42 have opened accounts, and 59 have participated in a total of 136 voluntary financial counseling sessions.

Success of Lansing's program is largely a function of its operational strengths, which include - a strong partnership with its parole and probation offices, pre and post surveys, focus groups to capture the feedback of re-entry citizens, the FDIC Bank On It curriculum, the Financial Empowerment Center model for financial counseling, reaching re-entry citizens onsite at parole and probation offices, and providing tailored financial capability services to meet potential clients where they are.



Mayor
Virgil Bernero



Participant in Lansing's financial education program

AN INNOVATIVE APPROACH

In 2013, when it launched the Office of Financial Empowerment, the City of Lansing sought to reach four target audiences with financial empowerment programming: The homeless or in danger of becoming homeless, those who were struggling to meet basic needs, the un-banked and under-banked, and re-entering residents. The parolees and probationers served by OFE programs have brought to light insights about the re-entry experience, and have shared their experiences and challenges in order to strengthen the program. Formerly incarcerated individuals face unique financial challenges. Many are listed on ChexSystems as high risk because their bank accounts were

closed during incarceration, either for becoming dormant or because fees took them to negative balances. A large number have experienced identity theft while in prison, often at the hands of someone they know. Finally, many have significant child support arrearages due to not filing the proper paperwork in the appropriate time frame to have the amounts reduced or frozen during incarceration. Lansing's staff and partners keep coming back to the same conclusion: while providing financial education and services after release from prison or jail is helpful, offenders would also benefit greatly from having tools to avoid common pitfalls before incarceration as well.

Conversations with parolees have led to an understanding that Michigan's Act 29 - Unclaimed Property Act - was causing bank accounts to be closed and the funds in them to be sent to the State Treasurer. Further research showed that Michigan offenders sentenced to 36 months or longer needed to move their financial assets to somewhere other than a standard bank account to ensure that they didn't lose their property. These same conversations helped us to also understand the need to specifically request a modification of the child support process promptly upon conviction. The more that Lansing spoke one-on-one and face-to-face with re-entering citizens, the more the City understood that it needed to "walk it back" – to provide financial guidance prior to incarceration in addition to when residents exit prison or jail.

MAYORAL SUPPORT

Mayor Bernero has proved himself to be a municipal financial empowerment pioneer when he made Lansing one of the fewer than ten cities in the country to have an Office of Financial Empowerment within city government. The Mayor has already agreed to commit General Fund dollars to expand the program in fiscal year 2017-2018 so that it may continue its re-entry work beyond current the grant funded periods.

COMMUNITY PARTNERS

The most powerful component of the City of Lansing's re-entry work has been the strength of its partnerships. Representatives from Ingham Parole, Ingham Probation, the City of Lansing, and the Community Economic Development Association of Michigan (CEDAM) meet monthly to discuss financial empowerment efforts with re-entering citizens, and the data generated by financial empowerment projects. This team has been meeting since 2014.

In addition, financial counselors and lead parole and probation agents, working on the project, regularly communicate to ensure that clients stay on track with their financial goals. Building in these regular lines of communication at all levels of the partnership allow for quality control and continuous improvement of the programs.

Recently, the City has established a relationship with the Office of Offender Re-entry Administration. The City's OFE Director, has spoken at state-wide staff meetings for this office twice. She was recently invited by the Office of Offender Re-entry Administration to join the Prisoner Re-entry Steering Team for the region.

St. Louis, MO

St. Louis' Prison to Prosperity Program



Mayor
Lyda Krewson

The St. Louis Prison to Prosperity (P2P) program's essential mission is to connect participants to quality training and job opportunities pre-release, thus ensuring that realistic, attainable goals are set by day one of post-release. The goals of the program are to 1) reduce recidivism 2) provide access to supportive, credentialed job training before and after release 3) connect participants to real job opportunities; and 4) help them open a banking account and value fiscal responsibility.

Until the creation of Prison to Prosperity, there was no formal re-entry program for young adult City residents ages 17-24 that incorporated these points of emphasis. The program is designed to offer young people who are preparing to transition from a Medium Security Institute (MSI) a clear pathway to future prosperity.

Education, behavior modification, employment, training, mentorship, and connecting participants to needed resources are the key components to successful program outcomes.

Participants learn about the power of positive attraction and eliminating the negative influences that led them to be involved in the justice system. Mentors and facilitators who have similar life experiences as participants, but have overcome obstacles and challenges through the program, make the initiative more meaningful and impactful.

INTEGRATING FINANCIAL EDUCATION

To strengthen financial literacy, P2P has implemented the core themes of the Skills to Pay the Bills curriculum from the U.S. Department of Labor. With this and other activities, all learning styles are accommodated during classes at the MSI. Initial programming includes: small group discussions, opportunities for reflective writing, mock interviews, and real job application training. Participants will respond to at least one, and generally more than one, of these activities that correlate to their information processing style. Self-sufficiency and advocacy is the ultimate goal of Prison to Prosperity.

By increasing financial literacy awareness and providing participants with no-cost bank accounts upon release, they are able to become more cognizant of personal financial choices. Participants learn how to create and maintain a budget, to prioritize needs and wants, to avoid financial pitfalls like using check cashing services, and to find ways to extend their money for a longer period of time.

INNOVATIVE PROGRAMMING

Prison to Prosperity is the first program regionally to integrate pre-release training and job preparation with post-release case management and job placement; financial literacy is a key component in both phases. Prison to Prosperity marks the first known instance in which workforce development services have been established inside a correctional facility. The program successfully blends private and public funding streams, so that appropriate space, staff, and supplies are available to participants.

Various partners meet regularly at the executive leadership level to design the parameters of the program and continue to advise and consult with each other. The ability to provide no-cost banking services, allowing for immediate 'bankability' post-release, helps address a real need among the inmate participant population. The program incorporates lessons learned from the juvenile justice Missouri Model. By focusing on small groups of participants, and applying a rehabilitative and therapeutic model that provides role models and accessible post-release life/career options, Prison to Prosperity is helping to innovate the traditional, adult justice system.





Participants in St. Louis' Prison to Prosperity initiative

COMMUNITY PARTNERS

The Medium Security Institution (MSI), part of the City of St. Louis Division of Corrections, has generously allowed for appropriate space pre-release. Financial literacy trainers have been provided approved agency identification to allow access, and MSI staff have observed and helped modify the curriculum to make it suitable for participants. The St. Louis Agency on Training and Employment, the official DOL-funded workforce development agency locally, actively administers Prison to Prosperity. They assist with workshop coordination, job development post-release, and provide participants with access to Workforce Innovation and Opportunity Act (WIOA) training and supportive services.

1st Financial Federal Credit Union is a strong partner of Prison to Prosperity. With over \$200 million in assets, they are a Community Development Financial Institution (CDFI), focused on serving the St. Louis community with education, job training, and sustainable housing resources that can help break the cycle of poverty. They provide accessible, no-cost checking, saving, and debit card accounts to Prison to Prosperity participants. Ranken Technical College has provided quality training in various trades for over one hundred years. Although not directly involved in financial literacy, Ranken trains participants and helps them to access scholarship funds. Ranken's admissions process helps participants build a concrete plan for academic and career success.

Boston, MA

Boston Tax Help Coalition

The Boston Tax Help Coalition plans to expand free tax preparation and the Financial Check-up (FCU) credit building service, and to deliver a more robust savings strategy for all taxpayers served. Mayor Marty Walsh created the Office of Financial Empowerment (OFE) in 2014. The Coalition, a program of the OFE, maintains the mission of broadening pathways from poverty to financial empowerment by maximizing the impact of the Earned Income Tax Credit, and other resources, through free tax preparation, financial education, and economic stability opportunities. Since its inception, more than 150,000 free tax returns have been prepared, over \$215 million has been generated, and 4,000 volunteers have been recruited and trained. Operations have expanded from serving just 400 taxpayers and returning \$800,000 in its first service year - to aiding over 13,000 low and moderate-income taxpayers, and generating \$24.5 million in refunds and credits in 2016.

The Boston Housing Authority has partnered with the OFE and was awarded a \$2 million dollar HUD JOBS plus grant in 2015. The four-year grant has allowed for enhanced financial empowerment services for residents in public housing. The JOBS Plus program aims to provide social action to address unemployment and needed financial services and integrating Adult Basic Education, English as a Second Language, and financial capability strategies, particularly in the Bunker Hill

The Tax Help Coalition plans to oversee free tax preparation and the Financial Check Up program, and assist with technical assistance for this project. Bunker Hill has 1,061 units, and of these units, 943 households have adults between the ages of 18 and 64, and 51% of households with working-age households have no earned income.

The Tax Help Coalition plans to provide free tax services and the Financial Check Up program to working residents living in Bunker Hill, while those not working will be targeted for workforce development services. Outreach will take place through targeted door-knocking, mailings, phone calls, events information sessions and workshops. Boston plans to offer three tax preparation sessions a week. All sessions will provide a Financial Checkup, an individualized financial assessment that includes credit advising with a Transunion FICO Score evaluation, and referrals to other services leading to greater financial stability. Volunteer Financial Guides focus on boosting credit score and providing education regarding free or inexpensive banking options to encourage long term savings, and to eliminate the need to use costly check-cashing options. Assistance will also be given to provide residents with access to savings resources such as the new Myra, a free Treasury retirement account.



**Mayor
Marty Walsh**

AN INNOVATIVE PROGRAM

The Coalition has developed an innovative credit-building tool that is provided during tax time called the Financial Checkup (FCU). The FCU was created through theory and practice, utilizing an understanding that community tax preparation allows for a window to taxpayers to engage in financial capability services, and help to build financial stability. The FCU has been evaluated and results show that it is an effective credit building and wellness tool when delivered in conjunction with tax services. The Coalition is expanding the FCU to provide this credit building service to a significant additional number of neighborhoods and taxpayers.

MAYORAL SUPPORT

Mayor Walsh is deeply committed to financial inclusion strategies and has made financial inclusion and racial equity his shared lens for all city services and strategies. Mayor Walsh joins the Coalition annually to kick off the tax campaign, and he is engaged in the work year-round. He and his leadership team are a part of various national collaboration efforts to assist in building a municipal model of financial empowerment. Mayor Walsh is particularly committed to serving low-income communities and public housing. He grew up in a working class environment and experienced many of the challenges that public housing residents face.

COMMUNITY PARTNERS

The Boston Tax Help Coalition maintains partnerships with community-based organizations (CBOs), foundations, federal regulators, educational institutions, members of the business community, as well as state and local government agencies. All of these partners are strategic in nature, playing key roles in the campaign. Boston Tax Help partners are generous with their time and commitment, and they play a significant role in the success of all shared work. The central staff of the Coalition, housed within the Mayor's Office of Financial Empowerment, manages the day to day operations of planning and executing financial empowerment strategies. The planning and implementation is a collaborative effort between working groups and the partners who participate. Lead partners including the National Disability Institute, the IRS, Deaf Inc, and the Mayor's Office on Disability, participate in the ASL Task Force - while additional key partners such as the FDIC, American Consumer Credit Counseling Services, Action for Boston Community Development, and Urban Edge participate in the Asset Building Working Group. The Federal Reserve Bank of Boston is also a longtime partner that assists with strategic planning and provides critical resources.



Newport News, VA

“Financial literacy is essential to becoming self-sufficient. In Newport News we are committed to helping low-income families in assisted housing units move toward financial independence and home ownership through education, training and counseling.” - Mayor McKinley Price

The City of Newport News collaborates with the Newport News Redevelopment and Housing Authority (NNRHA) to direct city residents to available financial literacy classes provided by effective nonprofit organizations. NNRHA currently offers financial literacy to its low-income residents through the City’s Family Self Sufficiency Program (FSS), an initiative that coordinates public housing and housing choice voucher clients with public and private resources, to enable families to achieve economic independence and self-sufficiency.

FINANCIAL EDUCATION

Program participants set goals and work toward home ownership and toward the pursuit of educational opportunities. FSS families are provided the ability to seek additional education, job training, counseling, and additional social service assistance, while they live in assisted housing, with the goal of obtaining the skills necessary to achieve self-sufficiency.

NNRHA establishes an escrow savings account for each family participating in the program. The escrow account increases when each participating family begins receiving earned income from their employment opportunities. The increase is based on the family fluctuation of rent. The more the assisted family’s earned income increases, the higher the monthly escrow contribution. The account balance may be used by the family to address one of their program goals (i.e. down payment or tuition costs).

NNRHA has been recognized by HUD for its outstanding FSS homeownership program, which ranks first in the state with 54 Public Housing residents and 118 Section 8/Housing Choice Voucher participants becoming homeowners. Annual FSS grant funding is awarded to NNRHA because of successful implementation of the program over the past 22 years.



Mayor
McKinley Price

PROGRAMMATIC INNOVATION

Newport News plans to expand upon its successful existing program by enhancing and expanding resident participation. Financial Literacy 101 training provides and encourages escrow and savings accounts. This program can increase resident marketability for employment, which will increase the FSS participation. Additionally, as participants receive earned income, they can enroll in the Virginia Individual Development Accounts (VIDA) program to establish a savings account, further promoting participant financial independence.

REPLICABILITY

Most cities have a housing authority based in their city and can replicate the public housing Family Self-Sufficiency (FSS) program. Additional cities can also utilize the Financial Literacy component of the FSS program, and improve opportunities for low-income households. A computer lab at the library, school, community college, and/or housing authority (for example), can connect participants with digital financial education curricula. As long as computer labs are available, the Newport News financial literacy courses can be duplicated. The Virginia Housing Development Authority, and the State of Virginia's Housing Finance Agency offer, homeownership courses for free throughout the state as well as through the Virginia Individual Development Account savings account program. Partnering with a nonprofit organization with the ability to manage Support Groups and Financial Literacy Training 101 is replicable as well.

MAYORAL INVOLVEMENT

Newport News Mayor McKinley Price is very supportive of efforts to increase opportunities for Newport News residents, particularly through programming that is facilitated through the Newport News Public Library system. Currently, each public library in Newport News offers courses in financial education. Courses that are currently offered include: Money Basics, Budgeting Basics, College Readiness, Wheels and Housing for College, So you Want to Be a Millionaire - Fundamentals of Investing.

COMMUNITY PARTNERS

NNRHA has partnerships with organizations that engage residents in supportive services to move them toward financial independence. The agencies involved in providing financial education include:

1. The Hampton Roads Community Action Program, which provides financial counseling and educational activities, debt management and credit repair techniques.
2. Catholic Charities, which assists in the planning of household budgets, spending, and managing bank accounts.
3. Virginia Housing Development Authority (State Housing Financial Agency), which provides homeownership and budget counseling to residents enrolled in the Family Self Sufficiency program.
4. Jim's Local Market, which offers financial and nutritional education, will have a Bayport Credit Union office on site. The targeted community is a food desert and Jim's will be an integral part of the community by providing fresh foods, employment opportunities, and financial programs
5. The Newport News Public Library System currently offers Financial Literacy courses at libraries throughout the City. Additionally, a coalition of local housing authorities coordinates monthly meetings to network and to discuss best practices in educating and assisting residents in financial education.

San Francisco, CA

Hope SF - San Francisco Office of Financial Empowerment

“The San Francisco Office of Financial Empowerment’s innovative financial coaching project, in partnership with HOPE SF, reflects the City’s commitment to re-envision public housing and improve the financial stability of all our residents. As someone who grew up in public housing as a child, I’m proud that we’ll transform San Francisco’s public housing into vibrant communities by connecting residents with services like these.” - Mayor Ed Lee

HOPE SF Smart Money Coaching is an innovative project that provides one-on-one financial education resources and supportive services to very low-income public housing residents. The project targets residents of four of San Francisco’s housing developments that require the most assistance, with a goal of improving both housing and financial stability.

Led by the San Francisco Office of Financial Empowerment (SF OFE), key partners include the San Francisco Housing Authority and HOPE SF, a mayoral initiative to rehabilitate and rebuild run-down public housing without displacing current residents. Infrastructure has been established to engage and serve residents where they live, reducing risk of eviction and financial instability. San Francisco’s model connects residents to an integrated financial coaching program that is site-based, and facilitated through nonprofit service providers. In addition to coaching services, San Francisco is testing the impact and efficacy of several innovative products and services including: electronic rent payment systems, credit building through rent reporting, and an emergency savings tool.

INTEGRATING FINANCIAL EDUCATION

Certified financial coaches are co-located at the HOPE SF housing sites, and have received extensive training to provide the following services:

1. One-on-one financial coaching;
2. Enrollment in automated electronic rent payment to reduce late rent payments and to build positive habits (in partnership with Community Financial Resources, a nonprofit financial services provider, and US Bank, the Housing Authority’s rental payment banking partner);
3. Reporting of on-time rent payments for participating residents to Experian Rent Bureau in order to establish and build credit (in partnership with the Credit Builders Alliance); and
4. Enrollment in the EARN Starter Account, an online savings platform that rewards clients for building small-dollar emergency savings (in partnership with EARN, a leader in consumer savings strategies and tools).



Mayor
Ed Lee



Participant in Hope SF program receives consultation

COMMUNITY PARTNERS

- SF OFE – Project lead, provides project management and oversight.
- SFHA – Housing lead, supports facilitation of payments, rent reporting, and data collection.
- HOPE SF – Site lead, facilitates and supports resident outreach and recruitment.
- BALANCE – Coaching lead, provides financial coaching, enrollment in services, and referrals.
- Community Financial Resources – Provides technical assistance for electronic/automated rent payments.
- Credit Builders Alliance – Provides technical assistance for rent reporting/credit building.
- EARN – Provides/supports matched savings tool.
- Learning for Action – Evaluator for project.

INNOVATIVE PROGRAMMING

HOPE SF Smart Money Coaching incorporates several innovative strategies to deliver services that improve financial and housing stability. First, its model is based in municipal integration of financial capability services - within housing, as well as workforce development and social service delivery. Integrating financial coaching into social service delivery has been found to create a “Supervitamin Effect,” improving both financial stability and program (in this case, housing as well as workforce) outcomes. Case managers and front-line staff are trained and educated on the benefits and application of financial coaching, and are able to immediately refer clients for appointments using an online scheduling system. In addition, HOPE SF has layered additional interventions onto financial coaching delivery, including pioneering approaches to automated electronic rent payment, rent reporting as a credit building tool, and an emergency savings platform. HOPE SF is working closely with experts (like Community Financial Resources, the Credit Builders Alliance, and EARN), who have provided training and technical assistance to financial coaches, to facilitate best use of these tools for housing residents.

MAYORAL INVOLVEMENT

The nationally recognized HOPE SF initiative is currently revitalizing San Francisco’s most severely distressed public housing to create thriving, mixed-income communities without displacement. Mayor Ed Lee, who grew up in public housing, has taken bold moves to reengage the city and county in assisting the Public Housing Authority. As part of his Re-envisioning Initiative, two-thirds of the San Francisco Housing Authority’s (the ‘Authority’) public housing stock has recently been accepted into the U.S. Department of Housing and Urban Development’s competitive Rental Assistance Demonstration program (RAD), which will essentially shift the management of most of San Francisco’s public housing from public to private management. The Mayor has supported this initiative with a significant investment of city funds to expand the federally funded Smart Money Coaching and to replicate the model for Human Services Agency clients in job training and eviction prevention programs. Mayor Lee has a deep commitment to revitalizing public housing, and has made the HOPE SF and RAD efforts a centerpiece of his Affordability Agenda, and his 2013 Re-Envisioning Public Housing plan.



Bank of America

At Bank of America, our focus on Environmental, Social and Governance (ESG) factors is critical to fulfilling our purpose of helping make people's financial lives better. Our commitment to growing our business responsibly is embedded in every aspect of our company. It is demonstrated in the inclusive and supportive workplace we create for our employees, the responsible products and services we offer our customers, and the impact we make around the world in helping local economies thrive. An important part of this work is forming strong partnerships with nonprofits and advocate groups, such as community and environmental organizations, in order to bring together our collective networks and expertise to achieve greater impact. Learn more at www.bankofamerica.com/about, and connect with us on Twitter at [@BofA_News](https://twitter.com/BofA_News).



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