

Lessons Learned from Family Rewards



Developing a Second-Generation CCT to Inform Policy



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The Nation's First CCT Program



- **Conditional Cash Transfers (CCT)**

CCTs provide rewards when individuals complete activities or achieve targets. The goals of a CCT are to:

- Reduce poverty
- Encourage and reinforce activities that build human capital
- Break the inter-generational cycle of poverty

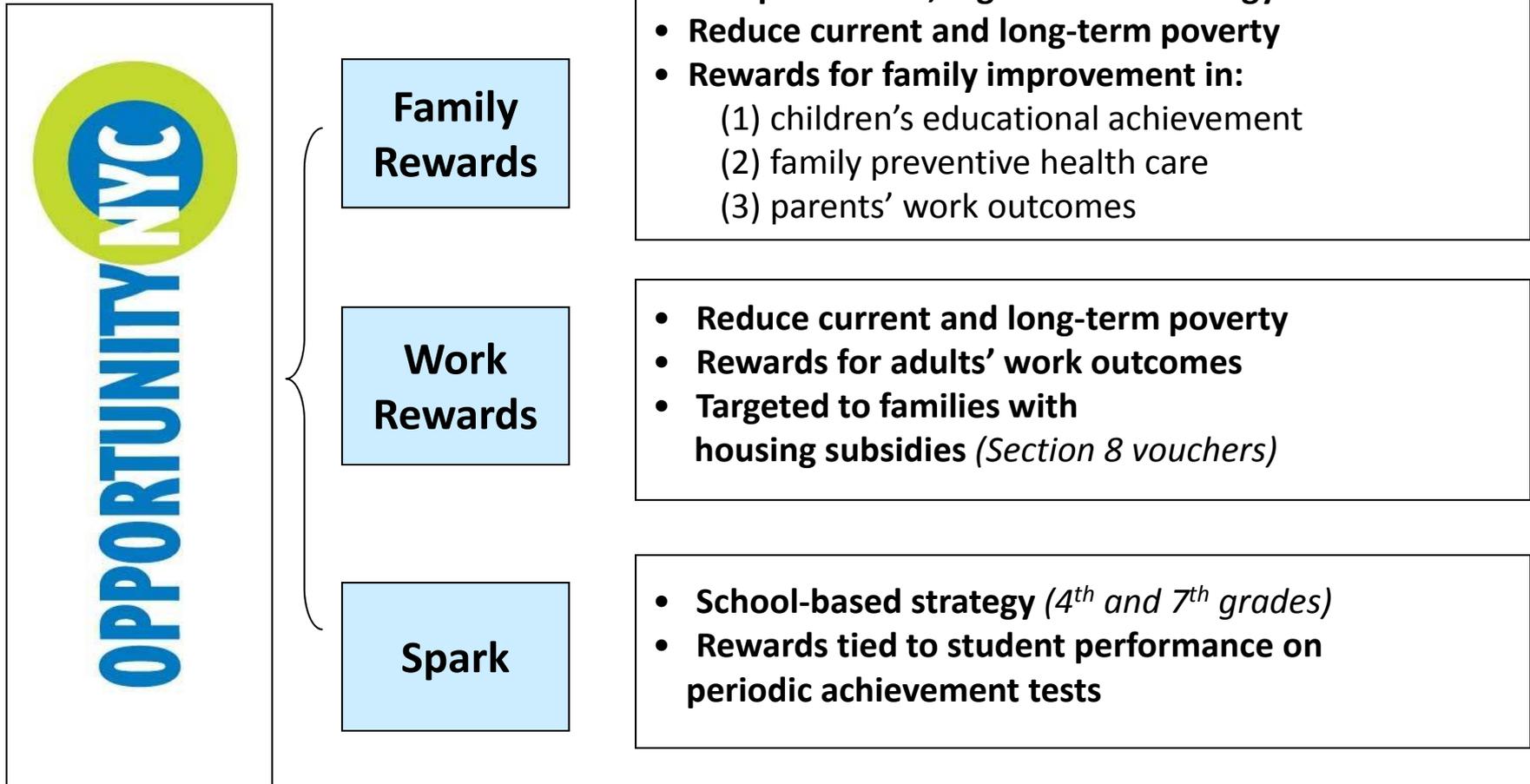
- **Demonstrated Success**

- Used in more than 20 countries
- Proven to increase school enrollment, decrease drop-out rates, and improve children's health

- **Opportunity NYC**

- A multi-dimensional CCT - not an incentive program, with two new rewards: education achievement and parents' work
- A privately-funded, three-year experimental initiative
- Preliminary impact findings released; research is ongoing

Opportunity NYC Pilots



Family Rewards Overview



- **Pilot Design**
 - Rewards for 22 activities related to education, health and work
 - Activities verified by administrative data and coupons
 - Payments deposited directly into accounts (parents and high school students) every 2 months during the 3-year program
- **Participation**
 - Families with children in the 4th, 7th, or 9th grades who receive free school lunch and live in one of six targeted community districts in New York City
 - Families recruited by and receive ongoing assistance from six Neighborhood Partner Organizations
- **Research Agenda**
 - 4,800 families randomly selected and assigned
 - Implementation, impact, and benefit-cost analyses

Pilot Impacts & Findings



- **Earnings**
 - Families earned approximately \$20 million in three years
 - Nearly all families earned during the program – many through coupon submissions, not just administrative data
 - Families used rewards to pay for necessities and rewards
- **Program Impacts**
 - Reduced poverty, food insecurity, and economic hardship
 - Increased use of bank accounts and savings
 - Improved health status and care – especially dental care
 - Mixed findings for parents' work efforts
- **Families' Response to the Program**
 - Program is complex – hard to remember all rewards
 - Not all families tell younger children about program

SIF Replication of Family Rewards



- **Maintaining the Model**
 - Designed to decrease poverty and build human capital
 - Two-generation intervention
 - Multi-dimensional (education, health and workforce)
- **Revisions & Adaptations**
 - Build on ONYC evidence and incorporate lessons learned
 - Adapt the model to fit the local context (NYC and Memphis)
- **Can the Program Work in both NYC AND Memphis?**

Different populations, needs, and social service environments
- **Program Support to Date (3:1 match)**

Bloomberg Philanthropies, City of Memphis, Kresge Foundation, New York Community Trust, Open Society Foundations, & W.K. Kellogg Foundation

SIF Replication Overview



- **Target Population & Enrollment**
 - Families who receive TANF or SNAP (vs free school lunch)
 - 1,200 families in both NYC and Memphis (plus 1,200 in control)
- **Program Length & Rewards**
 - 3-year intervention, with a longer-term evaluation
 - Families expected to earn \$2,000/year (varies by family size)

- **Program Providers**



- **Current Status**

- Recruitment and random assignment (Sept-Dec 2011)
- Families about to begin Year 2 of the program

Revise the Incentive Schedule



- **Lessons Learned**

- No impacts for elementary and middle school students
- High take-up rates for health insurance (program and control)
- Incentive schedule is too complicated

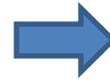
- **Incentive Schedule Revisions**

- Focus on high school students' effort and achievement
- Eliminate those rewards that appear to have had no impact
- Reward GED completion, rather than other training
- Slimmer incentive schedule (22 incentives → 8 incentives)

- **Local Adaptations to Improve College Readiness**

- ***New York City***: Offering a tiered incentive to encourage improved achievement on the New York State Regents exam
- ***Memphis***: Offering a tiered incentive to encourage improved achievement on the ACT exam

Opportunity NYC: Family Rewards



SIF Family Rewards



FAMILY REWARDS EDUCATION INCENTIVES		
Activity	Grade Level	Amount*
Attendance (95%)	<ul style="list-style-type: none"> Elementary/Middle School High School 	<ul style="list-style-type: none"> \$25 per month \$50 per month (50% paid to student, 50% paid to parent)
Parent-Teacher Conferences	All Grades	\$25 per conference (up to two times a year)
Library Card	<ul style="list-style-type: none"> Elementary/Middle School High School 	<ul style="list-style-type: none"> \$50 once \$50 once (100% paid to student)
Test Scores	<ul style="list-style-type: none"> Elementary Middle School High School 	<ul style="list-style-type: none"> \$300 for proficiency or improvement on each of two standardized tests a year \$350 for proficiency or improvement on each of two standardized tests a year \$800 for each Regents exam passed (100% paid to student, up to 5 Regents exams)
Discussing Annual Tests	Elementary/Middle School	\$25 for discussing annual test with teacher or principal (up to two tests a year)
Review of Low-Stake Interim Tests	Elementary/Middle School	\$25 for parents to download, print, and review results (up to five times a year)
PSAT	High School	\$50 for taking the PSAT (100% paid to student, up to two times total)
Credit Accumulation	High School	\$800 for accumulating 11 high school credits per year (50% paid to student, 50% paid to parent)
Graduation	High School	\$400 bonus (50% paid to student, 50% paid to parent)

FAMILY REWARDS HEALTH INCENTIVES	
Activity	Amount
Maintaining Health Insurance	<ul style="list-style-type: none"> \$20 a month for maintaining subsidized insurance for each parent, and \$20 a month for maintaining it for all of the children \$50 a month for co-paying private/employer insurance premium for each parent, and \$50 a month for maintaining it for all of the children
Preventive Health Care (Screenings)	<ul style="list-style-type: none"> \$200 per family member for an annual age-appropriate medical check-up \$100 per family member for a doctor-recommended follow-up visit during a specified timeframe \$200 for completing a pediatrician-advised early intervention screening for a child under 3 years old
Preventive Dental Care	\$100 per family member (2 times a year for ages 6+ and 1 time a year for ages 1-5)

FAMILY REWARDS WORKFORCE INCENTIVES	
Activity	Amount
Sustained Full-Time Employment	\$150 monthly for working full-time (based on bi-monthly average of 30hrs/week for 6 or more weeks in a 8-week period)
Education and Training While Employed	<ul style="list-style-type: none"> Adult working at least 10 hours/week can receive incentive payments for completing approved courses, based on course length: \$300 per 35-70 hour course \$400 per 71-140 hour course \$800 for each increment of 140 hours, up to program maximum of \$3,000

FAMILY REWARDS BANKING INCENTIVE	
Activity	Amount
Using or Opening a Bank Account	\$50 once for having or opening a bank account during or before the program orientation session. High school students and one parent per family are eligible

*Unless otherwise indicated all payments are to be made to the head of the household



Activity List

Activity	How to Earn	How Much	How Often	Maximum Rewards Per Year	How I Get Paid	
Education High School Students Only	School Attendance	Student attends 95% of scheduled days every month	\$40	Each Month	\$400	Family Rewards checks automatically
	Grades	Student receives grades on an official report card	<ul style="list-style-type: none"> \$30 per 90-100 \$20 per 80-89 \$10 per 75-79 	Twice in Fall Term Twice in Spring Term (Submit up to 5 grades on each report card; maximum of 20 grades per year)	\$600	Mail in coupon and report card
	Regents Exams	<ul style="list-style-type: none"> Student scores 75 or above on each core Regents Exam Student scores between 65-74 on each core Regents Exam 	<ul style="list-style-type: none"> \$500 per exam \$400 per exam 	Once per each core Regents exam <ul style="list-style-type: none"> English Mathematics U.S. History & Government Science Global History & Geography 	\$2,500	Family Rewards checks automatically
	SAT or ACT	Student takes the exam	\$50	Once during the program	\$50	Mail in coupon and score report
Health Parents and Children 19 and Younger	Annual Physical	Complete a non-emergency check-up	\$100	Once a year	\$100 per person	Mail in coupon and health form
	Dental Visit	Complete a regular cleaning and dental check-up	\$100 per visit	<ul style="list-style-type: none"> Twice a year for family members 6 and older Once a year for children 5 and under 	<ul style="list-style-type: none"> \$200 per person 6 and older \$100 per person 5 and under 	Mail in coupon and dental form
Work Parents Only	Full-Time Work	Work at least 120 hours in the one-month activity period	\$150	Each month	\$1,800 per adult	Mail in coupon with work forms
	GED	Pass the GED	\$400	Once during the program	\$400 during program	Mail in coupon with GED certificate

New Activity List



- **Education (Paid to 8th-12th Graders)**
 - School Attendance (95% of days) → \$40/month
 - Grades (75% and above) → \$10-\$30/grade (5 grades, 4x/year)
 - Regents Exams (65-74% or 75%+) → \$400-500 (5x/program)*
 - SAT or ACT → \$50 (1x/program)
- **Preventive Health Care (Parents & All Children)**
 - Annual Physical (non-emergency) → \$100/person (1x/year)
 - Dental Visit (cleaning and check-up) → \$100/visit (2x/year)
- **Work (Parents only)**
 - Full-time Work (120 hours/month) → \$150/month
 - Pass the GED Exam → \$400 (1x/program)

* In Memphis, students earn for five end-of-year exams over the program

Provide More Frequent Feedback



- **Lessons Learned**
 - Hard for families to remember what activities are rewarded
 - Hard for children to remember that they're enrolled
 - Payments are too far removed from the activities
- **Modify Program Delivery**
 - Provide more frequent payments (bi-monthly → monthly)
 - Reward good grades (feedback from once → four times/year)
- **Continue Successful Practices**
 - Adapt successful recruitment and marketing materials
 - Use earnings statements to highlight reward opportunities

Offer Family Guidance



- **Lessons Learned**
 - Families embraced goals, but didn't know how to achieve
 - Administrative/earnings data can be used to target outreach
- **Continue Customer Service Role**
 - NPOs recruit, screen, and orient all potential participants
 - NPOs help participating families to submit coupons
 - NPOs will use earnings data to target families who might benefit from workshops or referral services
- **NEW NPO Role: Advisement**
 - Support families to understand their potential
 - Support families to reach their potential

Family Guidance: Family Earnings Plan



- Complete Initial Plan & Update Regularly
- Use Data to Track Progress & Guide Future Outreach

Student Earnings Plan

FAMILY REWARDS

Student Name: _____ Individual ID: _____
 Date: _____ Family Rewards Advisor: _____

Activity	How Much	Maximum Rewards	When Do I Feel Ready to Earn? <small>Student checks option</small>	Target Date and Next Steps <small>To complete with your Advisor. Advisor: Attach Referral Tracker for next steps</small>	
Education	School Attendance <small>No more than 1 absence or 2 latenesses</small>	\$40 per month	\$400 per year	This month ____ Within 6 months ____ A year or more ____	
	Grades <small>Have a copy of your report card signed by your Family Rewards Advisor</small>	\$30 per 90-100 \$20 per 80-89 \$10 per 75-79	\$600 per year	This report card ____ My next report card ____ Next school year or later ____	
	Regents Exams <ul style="list-style-type: none">EnglishMathematicsU.S. History & GovernmentScienceGlobal History & Geography	\$500 For each score of 75 or above \$400 For each score of 65-74	\$2,500 in the program	January 2012 ____ Summer 2012 ____ Next school year or later ____	
	SAT or ACT <small>For taking the SAT or ACT</small>	\$50 Once in program	\$50 in the program	Junior year ____ Senior year ____ I'm not sure ____	

**A student can earn about \$2,050 a year if they start completing activities this month!
 Wait 6 months? You could lose half**

Adult Earnings Plan

FAMILY REWARDS

Name: _____ Individual ID: _____
 Date: _____ Family Rewards Advisor: _____

Activity	How Much	Maximum Rewards	When Do I Feel Ready to Earn? <small>Adult checks option</small>	Target Date and Next Steps <small>To complete with your Advisor. Advisor: Attach Referral Tracker for next steps</small>	
Work	Full-Time Work <small>Work 120 hours a month</small>	\$150 per month	\$1,800 per year	This Month ____ Within 6 Months ____ A year or more ____	
	Pass the GED	\$400 once in the program	\$400 in the program	I have my GED or Diploma ____ Within 6 Months ____ A year or more ____	

**Want to add money to your paycheck ?
 Add about \$1,800 a year though work rewards!**

Another adult enrolled? Fill out a second Work Rewards Plan and maximize your earnings!

Family Guidance: Role of the Adviser



- **Why Offer Guidance?**
 - Families may not have known how to access the resources that would help them engage in activities and earn rewards
 - Additional support may be needed to help overcome barriers
- **Advisement Process**
 - Advisement session to review activities/procedures
 - Complete Student & Adult Family Earnings Plans (FEPs)
 - Draw from the new “Family Resource Fund” to help families engage in activities that will help them to earn rewards
- **Using the FEPs**
 - Use data system to track progress and engage participants
 - Use the FEPs to isolate key issues and target referrals
 - Case conferencing (advisors to discuss common barriers)

Evaluation & Policy Agenda



- **Evaluation Agenda**
 - Conduct a random assignment evaluation
 - Compare findings across sites (NYC & Memphis)
 - Produce implementation, impact, and benefit-cost analyses
- **Policy Agenda**
 - The SIF provides a unique opportunity to build a national, multi-site body of evidence to inform policy and practice
 - Consider the “policy home” of each program
 - Build local capacity and interest in innovation and evaluation by collaborating with a range of partners, including state and city agencies, Mayor’s Offices, and local stakeholders