

May 2018

RECONNECTING CHICAGO'S YOUTH

ANNUAL IMPACT REPORT

thrivechicago

THRIVE CHICAGO

MISSION

Thrive Chicago organizes the ecosystem of youth serving organizations and drives collective action to make systemic changes for Chicago's youth across the cradle to career continuum. Thrive believes the only way to accomplish this in a systemic way is to align efforts across sectors and among organizations working at various stages of a child's development toward adulthood.

BACKGROUND

In June 2013, recognizing that no single organization can improve youth outcomes alone, the Mayor's Office brought together nearly 200 organizations to launch Thrive Chicago. Those leaders and practitioners acknowledged that by coming together to develop collaborative action plans, based on what is proven to work, they could begin to streamline improvements throughout the education pipeline—we call this collective impact.

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DEAR PARTNERS,

Young people in Chicago are the city's most important asset. When we give youth access to jobs and continued education options, they thrive and we all win. Chicago is home to nearly 50,000 Opportunity Youth (OY), 16-24 year-olds who are out of work and out of school. This represents a reduction from the estimated 60,000 Opportunity Youth reported last year. These young people are motivated and driven to apply their talents. We know, however, that when youth are disconnected from school and work, they are at increased risk for long-term unemployment, poverty, substance abuse and justice-involvement. We also know that the vast majority of these youth have received their high school diploma and want to start the next chapter of their lives as productive citizens. With an opportunity this big, it is imperative that we continue to bring our resources and expertise to the collective table and partner towards the shared goal of reconnecting OY to school and work.

Thrive, the City of Chicago, and over 300 partners including youth gathered last Spring to kick off the 10,000 Reconnected Campaign and commit to our city's bold collective strategy on this population. This call to action was based on ten recommendations produced by the OY Working Group, a cross-sector collaborative including youth-facing public sector agencies,

local funders, research institutions, youth leaders, and community

**WHEN WE GIVE YOUTH
ACCESS TO JOBS AND
CONTINUED EDUCATION
OPTIONS, THEY THRIVE
AND WE ALL WIN.**

providers. Since then, individuals from dozens of organizations across Chicago have been hard at work designing and driving shared solutions to the most pressing problems facing the OY population.

In this report, we take stock of Chicago's OY population and the collective progress we have made to advance the Working Group's recommendations. Thrive has partnered with the University of Chicago Urban Labs on a multi-year effort to build an OY data infrastructure for the city and has convened a diverse network of stakeholders to coalesce around the following: key elements of a Reconnection Hub, strategies to increase the number of young adults transitioning into Learn & Earn programs that provide concurrent paid work experience and skills training, learnings on how youth-serving organizations can better partner with employers, and a series of neighborhood-

based hiring fairs. Moreover, we have worked with the City of Chicago to secure a new financial investment to launch the city's first OY Reconnection Hub and deliver three more Opportunity Fairs in 2018.

The partners highlighted in this report are not the only ones working everyday to better reconnect OY to jobs and education. We know that countless others have heeded the call and are making key contributions to the effort and we are grateful to their critical efforts.

Thrive is committed to identifying greater resources to support community and citywide efforts related to OY. We are thrilled that you are joining Thrive Chicago to be a part of the momentum aimed at changing the future of Chicago's youth.

SINCERELY,



SANDRA ABREVAYA
**PRESIDENT AND CHIEF IMPACT
OFFICER**

THRIVE CHICAGO

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STATE OF OPPORTUNITY YOUTH

Despite considerable progress in graduating more Chicago youth from high school over the last decade, nearly **50,000** Chicago youth ages 16-24 in 2016 were neither working nor in school. This figure represents about **15% of all 16-24 year olds in Chicago**, well above the national average of nearly 12%. In line with national, state, and county level trends since 2012, Chicago has seen a **3.5 percentage point decline** in its Opportunity Youth population over the same period. Even as this population shrinks, more work remains to improve outcomes for the vast number of OY in Chicago and to achieve our collective goal of cutting the youth disconnection rate to under **12% by 2020**.

Disconnection from pathways to employment carries a host of devastating impacts. Opportunity Youth are at an increased risk for long-term unemployment, poverty, substance abuse,

and justice involvement. Although many community-based organizations, government agencies, funders, and others are working hard to help reconnect these youth, and while we have seen improvement in key education and economic outcomes for youth in recent years, progress has been in part driven by **youth population dynamics**.

We also see that **racial disparities persist**. As this section of the report illustrates, despite the positive trend in the decline of the OY population in Chicago, there remain tremendous systemic barriers that create persistent socioeconomic and racial opportunity gaps among our youth. We recognize the incredible talent that Chicago's youth possess -- removing barriers preventing them from achieving employment and education success is an equity mission we must all embrace.

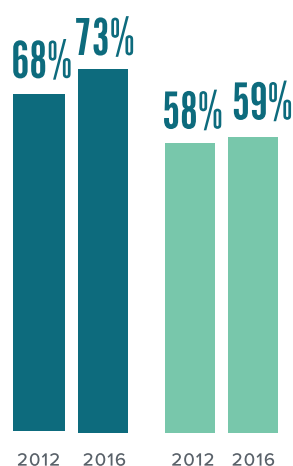
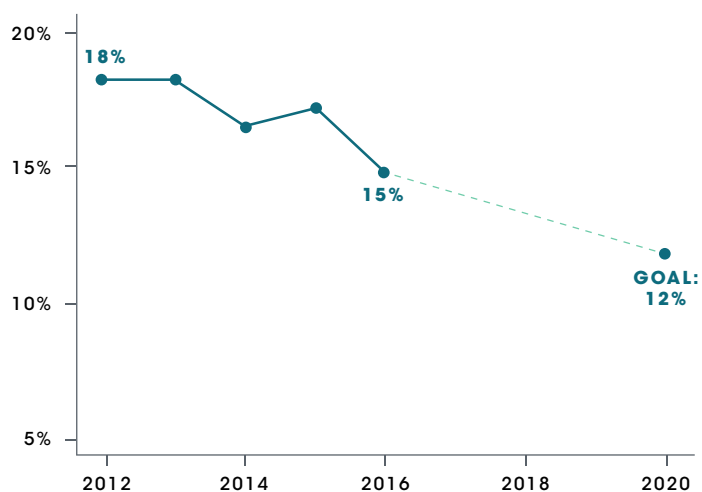
Trends in Chicago's Opportunity Youth Population

Chicago's youth disconnection rate, and thus the size of the OY population, has declined from 2012 to 2016 according to the most recently available Census data. In order to maintain progress and achieve our collective goal in 2020, we must commit to continue making bold strides in reconnecting 10,000 OY in Chicago in the next two years and cutting our youth disconnection rate by another 3 percentage points.

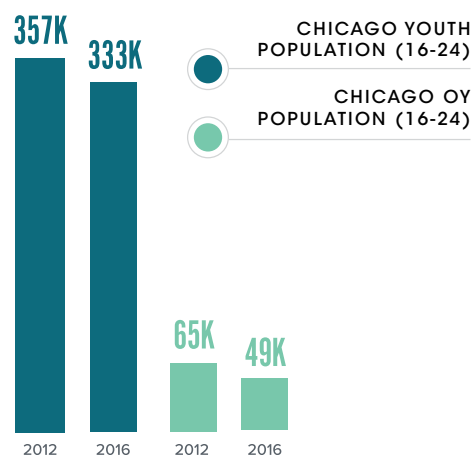
While the causes of youth disconnection are complex and multifaceted, the overall decline in the OY population can be explained through two key drivers:

1. Changes in Chicago's overall youth population
2. Changes in Chicago's youth education and employment trends

CHICAGO YOUTH DISCONNECTION



● EMPLOYMENT RATE FOR OUT-OF-SCHOOL YOUTH
● IN-SCHOOL RATE



1 Changes in Chicago's Overall Youth Population

Unlike other large cities like Los Angeles and New York City, which have seen relatively no change in their youth population, Chicago has experienced a 7% drop over the last four years. This decline is driven by both youth leaving the city and youth aging out (turning 25) faster than they are entering (turning 16) the OY age cohort. Using Census data, we estimate that aging out explains roughly 10% of the overall youth population decline during this period,

whereas youth leaving city accounts for 90% of the overall decline in Chicago's youth population. As the graphs below suggest, it is highly likely, that the overall youth population decline in Chicago, consisting of both youth leaving the city and aging out, is the primary driver of the city's OY population decline.

2 Changes in Chicago's Youth Education and Employment Trends

While youth population change is a significant factor in the overall downward trend in Chicago's OY population, it does not fully paint the picture. The rate of Chicago's youth who reported being in school and the employment rate of out-of-school youth both slightly increased from 2012 to 2016.

Chicago is home to an incredible constellation of organizations and institutions who are constantly leveraging best practices and evidence to connect young people back to school and work. Chicago Public Schools, local higher education institutions, and their partners, for instance, have greatly contributed to the increase

in the city's high school graduation and postsecondary enrollment rates. Moreover, the overall improvement in economic conditions in Chicago between 2012 and 2016, reflecting a national trend, and the efforts of our youth-serving ecosystem both have played vital roles in overall increases in youth employment in our city since 2012. These positive trends in youth education and employment outcomes partly explain the decline in Chicago's OY population.



CHICAGO'S OPPORTUNITY YOUTH

Much like the previous year, Chicago's OY in 2016 continue to be disproportionately Black and Latinx, skew older, nearly half are female, and almost three-quarters have a high school diploma or higher.

In terms of class, 45% of our city's OY live at or below poverty, and one quarter live at or below deep poverty, or 50% of the poverty line. Nearly three-quarters of Chicago's OY live at or below twice the poverty line, which research suggests is what families need to earn to afford basic expenses.

CHICAGO OY PROFILE:

EDUCATION



RACE



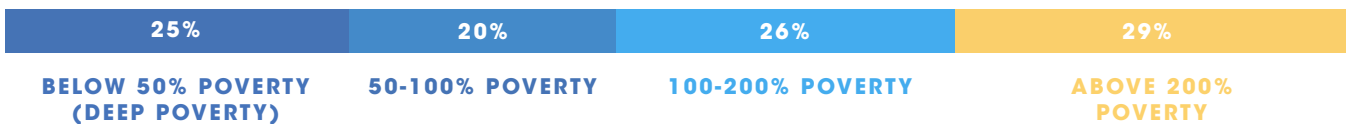
SEX



AGE



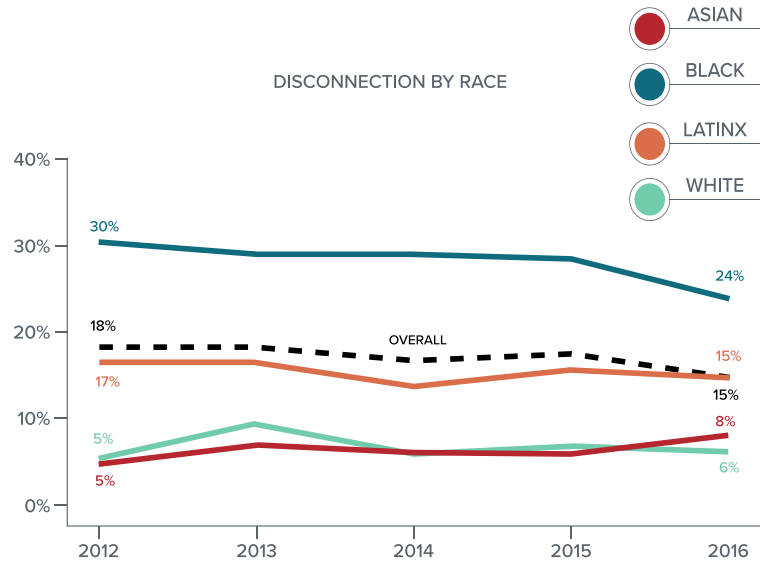
POVERTY



Racial Disparities

As previously stated, disconnection disproportionately impacts youth of color. Almost a quarter of Black youth in Chicago are disconnected from school and work and the gaps between Black and Latinx youth with their White peers have not changed dramatically between 2012 and 2016.

Although Chicago has made tremendous strides in improving employment and education outcomes for youth, significant racial disparities persist in both areas. In 2016, the employment rates for out-of-school Black and Latinx youth were 60% and 72% respectively, compared with 93% for out-of-school White youth. While the gap between Black and White youth on this measure has narrowed between 2012 and 2014, the gap between Latinx and White youth has slightly widened.



MOVING FORWARD IT IS IMPERATIVE WE EMPLOY A

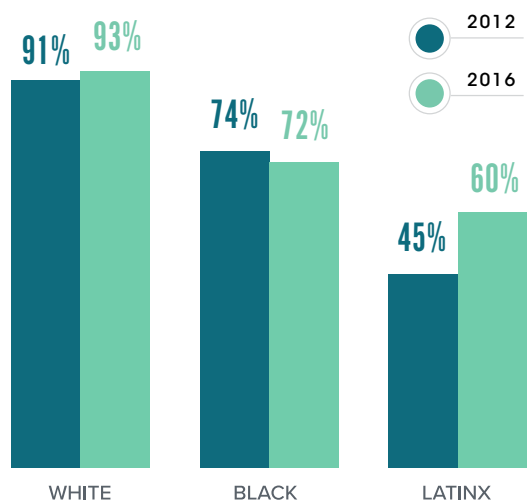
RACIAL EQUITY

LENS TO CLOSE OPPORTUNITY GAPS

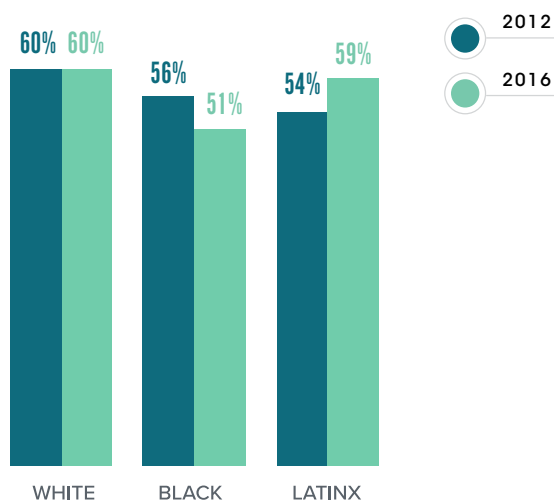
AS WE SEEK TO HOLD OUR CITY ACCOUNTABLE TO

OUR COLLECTIVE GOAL

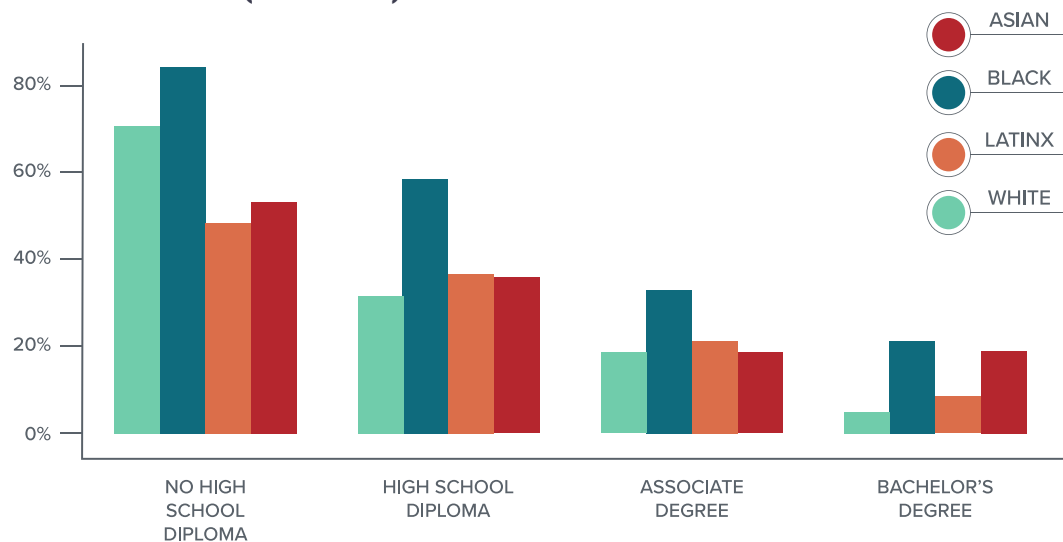
EMPLOYMENT RATE FOR OUT-OF-SCHOOL YOUTH (%)



IN SCHOOL RATE FOR YOUTH (%)



JOBLESSNESS RATES BY RACE & EDUCATION (2012-2016)



Similar racial disparities exist when looking at youth joblessness by educational attainment. Black and Latinx youth with a high-school diploma or college degree have higher rates of joblessness than their White peers. In fact, Black youth with a high-school diploma are twice as likely to be jobless than their White peers, and Black youth with a Bachelor's degree are **three times more likely to be jobless** than their White peers. Progress toward closing these specific gaps in youth employment outcomes would have a positive impact on reducing the size of Chicago's OY population.

In examining youth connection to education in Chicago, 51% of Black youth in Chicago were in school in 2016, compared with 60%

of their White peers, a gap that has widened since 2012. On the other hand, the gap between in-school rates for Latinx and White youth almost closed entirely during this same period.

There are still nearly 50,000 young people disconnected from school and work in Chicago. We owe it to each of them to reach further and work harder. In 2018, Thrive and its partners will continue to examine the root causes of these opportunity gaps, set goals with a racial equity lens, and adjust strategies to support youth across Chicago, especially in our most under-resourced communities.

A CITYWIDE CAMPAIGN

OPPORTUNITY YOUTH WORKING GROUP

In 2016, Thrive Chicago launched an OY Working Group of 30+ public and private partners to build new knowledge about OY in Chicago and produce a set of shared solutions for connecting them to employment and education. Partners included youth-facing public sector agencies, local funders, research institutions, youth leaders, and community-based service providers. In March 2017, the Working Group unveiled the 10,000 Reconnected

Campaign, a citywide strategy anchored on a bold goal, a set of ten recommendations, and a framework for action. Since then, Thrive has convened a diverse group of practitioners, funders, community partners, public sector leaders, and youth to drive concrete interventions to realize Chicago's collective strategy for OY.

ALTERNATIVE SCHOOLS NETWORK

BOYS & GIRLS CLUBS OF CHICAGO

CHAPIN HALL AT THE UNIVERSITY OF CHICAGO

CHICAGO BEYOND

CHICAGO COOK WORKFORCE PARTNERSHIP

CHICAGO PUBLIC SCHOOLS

CHICAGO URBAN LEAGUE

CHICAGOLAND WORKFORCE FUNDERS ALLIANCE

COOK COUNTY JUSTICE ADVISORY COUNCIL

DEPARTMENT OF FAMILY & SUPPORT SERVICES

DOVETAIL PROJECT

EMERSON COLLECTIVE

GET IN CHICAGO

K.L.E.O. COMMUNITY FAMILY LIFE CENTER

MERCY HOME FOR BOYS & GIRLS

MIKVA CHALLENGE

NATIONAL YOUTH ADVOCATE PROGRAM, INC.

OFFICE OF THE MAYOR

ROBERT R. MCCORMICK FOUNDATION

SGA YOUTH & FAMILY SERVICES

SKILLS FOR CHICAGOLAND'S FUTURE

THE CHICAGO COMMUNITY TRUST

THE JOYCE FOUNDATION

THE RESURRECTION PROJECT

UCHICAGO URBAN LABS

WESTSIDE HEALTH AUTHORITY

YEAR UP

YMCA OF METROPOLITAN CHICAGO

YOUTH CONNECTION CHARTER SCHOOL

2017 COLLECTIVE GOAL:

OUR COLLECTIVE CITYWIDE GOAL IS TO RECONNECT 10,000 YOUTH, AGES 16-24, BACK TO SCHOOL OR WORK BY 2020.

OPPORTUNITY YOUTH WORKING GROUP RECOMMENDATIONS:

1 Build a data infrastructure to better understand the needs and trends of Opportunity Youth.

2 Launch community-based “Reconnection Hubs” for Opportunity Youth to better navigate existing resources from one centralized location.

3 Invest in unified referral structures and tools that create better hand-offs between and across system providers.

4 Identify existing resources to under-served OY; expand funding for actual programmatic capacity where gaps exist.

5 Offer more opportunities to build skills towards a career, whether it is through job skills training or apprentices, that provide OY with a stipend or paid work.

6 Scale up investments in housing, childcare, transportation, substance abuse, and justice system barrier supports for Opportunity Youth.

7 Create better outreach tools, technologies and online resources to reach and engage the most disconnected youth.

8 Partner with employers to better understand the “demand” for local talent and then create the “supply” pipeline of qualified youth.

9 Invest in programming that incorporates a strengths-based, positive approach to working with youth that is trauma-informed and is knowledgeable on adolescent development.

10 Invest in programming that provides higher “dosage” rates and case management supports for Opportunity Youth.

IMPLEMENTATION FRAMEWORK

TO ACHIEVE THIS CITYWIDE GOAL, THRIVE HAS CONVENEED COLLABORATIVES WITH RELEVANT STAKEHOLDERS FOCUSED ON THE FOLLOWING KEY CHALLENGES BASED ON THE RECOMMENDATIONS:

Reconnection

The goal of Thrive's Reconnection Action Team is to support existing community assets and partners in targeted neighborhoods to design and launch "Reconnection Hubs" that make it easier for Opportunity Youth to take the first steps to get back to school and work. The target neighborhoods are Auburn Gresham, Austin, South Lawndale, Englewood, and Roseland.

Key Stakeholders: Black Chicago Tomorrow, Chicago CRED, Chicago Cook Workforce Partnership, Chicago Department of

Family & Support Services, Chicago Public Schools, Enlace, GAGDC, Heartland Alliance, Instituto del Progreso Latino, Latinos Progresando, Metropolitan Family Services United Way, National Youth Advocate Program, New Life, SGA Youth & Family Services, St. Sabina, Westside Health Authority.

Deliverables: Neighborhood Asset maps that identified existing assets in the community that help youth; Reconnection Hub model based on local and national best practices.

Learn & Earn

The goal of Thrive's Learn & Earn collaborative is to increase the number of young adults in Chicago who are in programs that provide an opportunity to get paid work experience concurrently with training and education towards an industry-recognized credential. This group has primarily focused on youth who have a high school diploma but no post-secondary credentials and are looking for alternatives to traditional college pathways.

Key Stakeholders: **Public Sector:** DFSS, CPS, The Partnership; **Nonprofits:** Year Up, Chicago Urban League, One Million Degrees, GEAR UP, Lurie Children's Hospital, New Moms, Gary Comer Youth Center, Rush University, Young Invincibles; **Funders:**

Chicagoland Workforce Funder Alliance, McCormick Foundation, Boeing, United Way, Osa Foundation **Researchers:** Ed Systems Center; **Employers:** Aon, BSD

Deliverables: Learn & Earn program elements checklist based on local and national best practices; four intervention strategies including: the development of a shared platform with consistent information about Learn & Earn programs, a trained network of career guides knowledgeable about Learn & Earn programs, curated pathways from the city's One Summer Chicago into Learn & Earn pathways, and better connections between career guides and employers with Learn & Earn pathways.

Employment

The goal of Thrive's Employment collaboratives are to work directly with both nonprofit organizations and employers to build better supports for OY to help ensure their long-term employment. Thrive has led two strategies focused on this challenge: a Pathways to Careers Community of Practice and the 100K Opportunities Initiative. The Pathways to Careers (P2C) Community of Practice consists of four partners, supported by grants from the Aspen Institute Forum for Community Solutions, that are implementing projects in direct partnership with employers. The goal of this group is to generate learnings around employer relationship management, recruitment, barriers to retention, and sustainability. Thrive also serves as the local backbone in Chicago of the 100K Opportunities Initiative, a national coalition of leading companies focused on hiring OY. Through this effort, Thrive and its partners have organized five hiring fairs in Chicago since 2016 to connect OY to entry-level, private sector employment and plans to work with partners to deliver three more fairs in 2018 funded by the City of Chicago.

P2C Key Stakeholders: Safer Foundation, Skills for Chicagoland's Future, Youth Guidance, Youth Job Center, Aspen Institute Forum for Community Solutions, Chicagoland Workforce Funder Alliance.

P2C Deliverables: Shared learnings related to employer relationship management, youth recruitment, retention, and sustainability; consultancy sessions to support P2C stakeholders in addressing project dilemmas; site visits for stakeholders to better understand Chicago P2C projects.

100K Key Stakeholders: Chicago Cook Workforce Partnership, Mayor's Office, Chicago Department of Family & Support Services, Reimagine Retail Chicagoland, Chicago Workforce Funder Alliance, Chicago Cares, Aspen Institute Forum for Community Solutions, Schultz Family Foundation.

100K Deliverables: Three hiring fairs in both 2017 and 2018, each offering 300 youth opportunities to interview with employers directly and receive on-the-spot offers for entry-level employment.

City of Chicago

The City of Chicago approved a 2018 budget that includes a financial investment to support implementation of two key strategies behind the 10,000 Reconnected Campaign: (1) launching of the first community-based **OY Reconnection Hub**, a centralized location for OY to better navigate existing services from a network of partners; and (2) better connecting the "supply" pipeline of qualified youth to the "demand" of employers seeking local talent through series of three OY **Opportunity Fairs**. This investment by the City of Chicago represents a truly watershed moment in our city's efforts to support these young people with pathways

back to education and employment. In February 2018, Thrive released a **Request for Information (RFI)**, inviting responses from organizations with expertise in organizing and coordinating existing services in target neighborhoods through a centralized Hub and expertise in executing hiring fairs for OY. Thrive and its partners are committed to identifying additional funding for the 10,000 Reconnected Campaign and is using the information provided through this RFI process to solicit greater resources in the future to enable more organizations to reconnect more OY in Chicago.

PROGRESS ON RECOMMENDATIONS

As we reflect on the first year of Chicago's coordinated strategy to reconnect Opportunity Youth, we want to highlight and celebrate a few of the efforts against each of the ten OY Working Group recommendations. We

recognize this is a small subset of the work that is in motion in Chicago, but a powerful example of our ability to work collectively and move the needle for our youth.

1 BUILD A DATA INFRASTRUCTURE TO BETTER UNDERSTAND THE NEEDS AND TRENDS OF OPPORTUNITY YOUTH

OY Population Served: All

GOALS

With support from the Laura and John Arnold Foundation, Thrive and the University of Chicago Urban Labs are partnering to build a data infrastructure that will provide a more accurate picture of OY, their needs, the barriers they face, and the services available to them in Chicago currently.

DESCRIPTION

As one of the first phases of this multi-year effort, the Urban Labs completed a landscape scan of organizations across Chicago that serve

1. First, Thrive and key stakeholders provided critical input into the research questions and survey design upfront.
2. Next, the resulting survey was distributed to over 600 organizations around Chicago, leveraging networks of youth-serving partners from Thrive, the Chicago Department of Family & Support Services, and others.



OY. Partnering with Thrive ensured that the following process of completing this scan was practitioner-informed:

3. Researchers received responses from over 115 organizations and conducted 13 in-depth interviews to further understand the provider landscape.
4. Finally, after synthesizing preliminary findings from the survey, Urban Labs partnered with Thrive to facilitate feedback sessions from a diverse set of stakeholders to ensure that the final results are salient and most impactful to the work of practitioners.

RESULTS

Looking ahead, this initiative will continue building a robust OY Analytical Infrastructure in Chicago by:

- Linking program and administrative datasets
- Producing a segmentation analysis to better understand pathways to and from disconnection
- Performing quasi-experimental evaluations and research projects

- to learn what works in serving OY and identify promising program models
- Conducting collective impact Continuous Quality Improvement (CQI) cycles with Thrive's networks to improve the quality of services offered to OY

CHICAGO OY DATA INFRASTRUCTURE FUNDERS

The following funders have activated new investments in building an OY data infrastructure in Chicago:



2 LAUNCH COMMUNITY-BASED “RECONNECTION HUBS” FOR OPPORTUNITY YOUTH TO BETTER NAVIGATE EXISTING RESOURCES FROM ONE CENTRALIZED LOCATION



OY Population Served: All

GOALS

To launch Chicago’s first neighborhood-based OY Reconnection Hub to better navigate existing services from one centralized location supported by a network of partners in order to connect them back to education and employment.

DESCRIPTION

The City of Chicago approved a 2018 budget that includes a financial investment to launch Chicago’s first community-based OY Reconnection Hub. Through an open solicitation process, Thrive invited organizations with expertise in coordinating existing services in target neighborhoods -- Auburn Gresham, Austin, Englewood, Roseland, and South Lawndale -- to envision an OY Reconnection Hub. With this investment, the city’s first Reconnection Hub will launch in one of these neighborhoods. Thrive and its partners are committed to identifying greater

resources in the future for community partners to enable more organizations to reconnect more OY in Chicago in all five of these neighborhoods. The design, structure, and operating model of a Reconnection Hub will be uniquely suited to identified community needs; however, the Thrive Reconnection Action Team recommended that all Reconnection Hubs contain the following key elements based on local and national best practices in order to meet the primary objectives and advance the citywide 10,000 Reconnected Campaign at scale:

- **OUTREACH:** All Hubs will have outreach workers who go out into the surrounding community to meet youth where they are, inform them about the Reconnection Hub, and encourage them to come to the Reconnection Hub to get connected to services.
- **INTAKE:** When youth come into the Hub, they will go through an intake process so that Reconnection Hub staff can collect basic information about the young person.
- **ASSESSMENT:** Each youth will then be assessed and subsequently re-assessed by Hub staff to get more information on their needs and determine what supports and services the young person needs to reconnect to school or work. Staff will also ensure that a young person is connected to a dedicated coach who will serve as the primary point of contact for the youth throughout their reconnection pathway.
- **REFERRALS:** Based on the findings from the assessment, the young person will be referred to a variety of community partners to fulfill their needs. All referral partners will be connected through a shared referral platform.
- **COACHING:** A youth’s interaction with the Hub will not end at the point of referral. Each youth will stay in contact with that dedicated coach for 12+ months following their arrival at the Hub to ensure that the young person is getting the continued support they need to stay reconnected. Coaches will also be in continuous conversations with the referral partners to monitor progress and adjust supports and interventions as needed.

Additionally, through technical assistance, Thrive will support a framework for shared data collection, shared digital platform for case management and referrals, and sustainability.

RESULTS

Each OY Reconnection Hub will serve **at least 300 youth** in connecting them back to school and work in its first ramp up year and scale to **serve over 700** in its second year.

CHICAGO RECONNECTION HUB FUNDERS

The following funders have activated new investments in designing and launching community-based Reconnection Hubs in Chicago:



3

INVEST IN UNIFIED REFERRAL STRUCTURES AND TOOLS THAT CREATE BETTER HANDOFFS BETWEEN AND ACROSS SYSTEM PROVIDERS

OY Population Served: All



GOALS

NowPow uniquely serves both sides of the referral process, referral senders and receivers, to better manage a community’s entire network of health and social services and connect young people to the resources they need.

DESCRIPTION

The NowPow platform allows service providers to identify, match, and share resource information with their clients. Some organizations choose also to track and engage those interactions, making tracked referrals to partner organizations using NowPow. Caring ecosystems connect on NowPow to send referrals and ensure that young people receive the services they need. In 2017, NowPow was implemented to support the work of a restorative

justice hub in Chicago. Organizations within the hub sent tracked referrals on behalf of their clients through NowPow for services such as individual counseling, computer classes, legal assistance, and personal finance education. In addition to tracked referrals between organizations, NowPow allowed all hub organizations to search for and share resource information directly with their clients.

RESULTS

In addition to resource referrals within a restorative justice hub, NowPow tracked referrals are showing exciting outcomes in other settings. NowPow has also been implemented to support tracked referrals between Rush University Medical Center and CommunityHealth, a free clinic in Chicago that serves the uninsured population. This allows Rush to connect individuals who do not have insurance to a resource that can support their healthcare needs. The use of NowPow has increased the show rate

for CommunityHealth appointments from 29% before the clinic was using the platform to a 50% show rate with the use of NowPow. NowPow has created opportunities for better communication with patients as well as between Rush and CommunityHealth. The need for increased communication and care coordination is not limited to healthcare; the NowPow functionalities that support CommunityHealth are equally relevant for service providers working with young people.



4

IDENTIFY EXISTING RESOURCES FOR UNDER-SERVED OPPORTUNITY YOUTH; EXPAND FUNDING FOR ACTUAL PROGRAMMATIC CAPACITY WHERE GAPS EXIST

OY Population Served: All, young men of color, jobless youth, high school dropouts, parenting youth, justice-involved youth, foster care youth



GOALS

To support CBO-employer collaboration and innovation in place as a key strategy in advancing the Demonstration City work to create multiple entry points and pathways for OY to connect to careers.

DESCRIPTION

The Aspen Institute Forum for Community Solutions launched the Pathways to Careers Fund to support employer-connected pathways for OY building on the work in the five Demonstration Cities – Chicago, Los Angeles, New Orleans, Phoenix, and Seattle.

The Fund seeks to create partnerships between community-based organizations, workforce training providers, and employers that improve the preparation and employment outcomes for OY and create sustainable models for employers.

RESULTS

Through the initial round of the Fund in Chicago, the Forum, in partnership with JPMorgan Chase, the MacArthur Foundation, and the McCormick Foundation, invested in four projects which will serve **over 450 OY** over the next **two years**. Grantees of the Fund participate in a national learning community and the Forum will codify lessons learned from the implementation of the projects. To complement the national work, Thrive launched a Community of Practice with the four Chicago grantees of this investment: **Safer Foundation, Skills for Chicagoland’s Future, Youth Guidance, and Youth Job Center**. The goal of this year-long collaborative is to

generate best practices and learnings on how youth-serving CBOs and employers in Chicago can build direct partnerships with each other to employ, retain, and advance OY. To date, this Community of Practice has: participated in two site visits to grantee programs, gained knowledge from experts about employer relationship management and youth recruitment, and participated in two consultancy session related to these learning objectives. AIFCS is planning a second round of the Fund in Chicago in the third quarter of 2018.

OY Population Served: All



GOALS

To understand what funding streams are currently being leveraged to support OY, where additional OY funding is needed, and what funding sources can be directed to fill this gap.

DESCRIPTION

To address this need of identifying more resources for the OY population in Chicago, Thrive undertook a comprehensive “fiscal scan” of federal, state, and local public funding that is currently or could be potentially leveraged to serve OY in Chicago.

RESULTS

Thrive’s analysis of federal, state, and local funding streams suggests that Chicago’s public sector agencies receive or allocate more than \$40 million annually that either directly supports or can support OY in Chicago. While this public funding is substantial, our preliminary assessment is that this funding is:

- **Fragmented.** Funding streams tend to be allocated to specific programs rather than to individual youth, meaning that they may not be flexible enough to follow youth across all the services they need.
- **Not reaching as many older, more disconnected OY.** More programming supported by public dollars is allocated to funding is allocated to younger, less disconnected youth, yet nearly 80% of Chicago’s OY are ages 20 to 24 and we estimate that the population skews more toward those who have been disconnected from school and work for a longer period of time. While it is critical to maintain funding to reconnect younger, more recently disconnected OY before they become more disconnected, it is important that sufficient funding is in place to support OY across the spectrum.
- **Not specific to OY needs.** Many of the funding streams identified in the fiscal scan that may support OY are not specifically structured for this population. Given the unique needs and circumstances of the OY population, funding that is not specifically structured for this population may not be sufficient or most effectively leveraged to successfully reconnect participants to school or work.

5

OFFER MORE OPPORTUNITIES TO BUILD SKILLS TOWARDS A CAREER, WHETHER IT IS THROUGH JOB SKILLS TRAINING OR APPRENTICESHIPS, THAT PROVIDE OPPORTUNITY YOUTH WITH A STIPEND OR PAID WORK

OY Population Served: Young men of color, parenting youth, older OY



GOALS

One Million Degrees brings our best practices in supporting community college students to our partnership on two Learn & Earn initiatives for community college students: Aon’s apprenticeship program, and Skills for Chicagoland’s Future’s “Beyond the Degree” program.

DESCRIPTION

For more than a decade, One Million Degrees has been supporting Chicago community college students in school, in work, and in life. Partnering on Learn & Earn programs that employ community college students is a natural extension of the best practices that we have developed in the community college landscape. OMD serves as a thought partner in the development of the Aon Apprenticeship program, a program that employs students at Harold Washington

College and Harper College in roles of insurance, technology, and human resources. An OMD program coordinator directly supports the Aon apprentices to ensure high retention. In addition to the Aon program, an OMD program coordinator also serves as a direct support for community college students employed at Walgreens and Freedman Seating through Skills for Chicagoland’s Future’s Beyond the Degree program for OY.

RESULTS

The Aon apprenticeship, a 2-year program, launched with its first cohort of 26 apprentices in January, 2017. The **first class will be graduating** in fall 2018 and has seen over **90% retention** in the first 16 months of the 24-month program. The second cohort of 25 apprentices launched in January, 2018. Beyond the Diploma, a

2-year program, launched with its first cohort of 13 OY participants in February, 2018. These participants are employed at Walgreens. The target is to add a goal of 5 participants to work at Freedman Seating in May, and an additional full Walgreens cohort in Fall 2018.

OY Population Served: Young men and women of color, justice-involved youth, jobless youth, high school dropouts



GOALS

Connect OY with access to workforce training programs which develop their interests, skills, and talents.

DESCRIPTION

Boeing Great Lakes region partners with nonprofits delivering direct service programs to OY which include: mentorship, outreach, cognitive behavioral therapy and workforce training programs. Access to these programs and partnerships reduce

engagement in criminal and violent behavior and equip OY with 21st century skills to empower them to improve life outcomes and create a pathway for success. Boeing awarded funding to several nonprofits in November 2017 to support programs for 12 months.

RESULTS

In Quarter 1 of 2018, these investments have resulted in **72 youth** placed in jobs and **92 youth** who have completed training.

OY Population Served: All, jobless youth



CHICAGO COOK
WORKFORCE PARTNERSHIP

GOALS

Connect unemployed young adults in suburban Cook County to career pathway in high growth industry and provide businesses with an under-utilized talent pipeline.

DESCRIPTION

Opportunity Works is a sector-based career exploration program for unemployed young adults aged 16-24 who live in suburban Cook County. Program includes foundational skills training, 6-week internship in manufacturing, TDL, IT, and other high-demand sectors, and transition to next step on career pathway.

RESULTS

203 participated in programming and 93% started internship; **75% made successful transitions** along career pathways (46% entered employment/post-secondary education, 23% entered long-term workforce program, and 5% re-enrolled in high school); **Over 80 businesses** have hosted interns.

OY Population Served: 18-24 OY with high school diplomas, current students seeking employment immediately after high school



GOALS

To increase the number of young adults in Chicago who transition out of high school (or equivalent) and into high-quality “Learn and

Earn” programs by filling existing capacity, growing new program capacity, and generating new shared recruitment tools.

DESCRIPTION

Thrive’s Learn & Earn Action Team convened diverse stakeholders to review relevant research, highlight the value of apprenticeships, and design solutions through a collective impact process over eight months. This collaborative group developed two learnings: (1) a

program elements checklist on what to look for in quality programs of this kind; and (2) a set of four intervention strategies that align with the Chicagoland Workforce Funder Alliance Pro Path Fund.

RESULTS

The Learn & Earn program elements checklist consists of a set of over 70 practitioner-informed questions to assess whether a program has the following evidence-based elements:

- Strong employer partnership and involvement
- Participants are provided supports to ensure success
- Training, curriculum, and learning have a sector focus and align with the needs of employers
- Meaningful hands-on or on-the-job learning activities that teach relevant technical skills
- Rewards for skill gains (i.e. participants are paid)
- Opportunity to attain at least one recognized credential
- Quantitative and qualitative evaluation of participant outcomes
- Sustainable funding sources and strategies

The four interventions strategies generated by Thrive’s Learn & Earn collaborative are:

- 1. Shared Platform:** Create combined program directory with uniform data collection framework and assess existing youth career platforms
- 2. Trained Network of Career Guides:** Enhance College and Career Advising Credential curriculum to include advising on all postsecondary pathways and train both school- and non-school-based Career Guides
- 3. One Summer Chicago Apprenticeship Pathways:** Change summer experience for OSC participants not returning to school with goal of increasing their chances of successfully joining apprenticeships
- 4. Career Guide Employer Connections:** Plan long-term strategies that allows for Career Guides to get to know employers with career pathways, starting with a networking event to begin fostering these connections

CHICAGO LEARN & EARN FUNDERS

The following funders have activated new investments in Learn & Earn programs in Chicago:



6

SCALE UP INVESTMENTS IN HOUSING, CHILDCARE, TRANSPORTATION, SUBSTANCE ABUSE, AND JUSTICE SYSTEM BARRIER SUPPORTS FOR OPPORTUNITY YOUTH

OY Population Served: Youth and adults most at risk of being victims or perpetrators of gun violence



GOALS

Chicago CRED's singular mission is to achieve a transformative reduction in Chicago gun violence.

DESCRIPTION

We do our work through three main platforms: (1) Direct Services for Highest Risk Individuals by providing a pathway to legal employment including transitional jobs, socio-emotional support (CBT and mental health counseling), educational, and other support services; (2) Support for Prevention and Police: CRED supports youth employment through One Summer Chicago, provides after school opportunities through CPS, and supports University of

Chicago Crime Lab's implementation of Strategic Decision Support Centers; (3) Partnership for Safe and Peaceful Communities (a coalition of 30+ foundations supporting violence reduction): CRED's role includes grant-making and program coordination, working across the group to develop a broader consensus to improve impact.

RESULTS

Since its founding in 2016, CRED has served approximately **150 young men** in Roseland, North Lawndale, West Garfield, and Englewood.

7

CREATE BETTER OUTREACH TOOLS, TECHNOLOGIES AND ONLINE RESOURCES TO REACH AND ENGAGE THE MOST DISCONNECTED YOUTH

OY Population Served: All



GOALS

Our mission is to dramatically improve the lives of young adults everywhere by connecting them to the opportunities they need to succeed in life.

DESCRIPTION

YoJobe is an opportunity engagement platform that helps youth serving organizations like schools, CBOs, and workforce agencies more easily connect with and share professional opportunities like jobs, internships, and training. Young adults can connect via an app, web, text messaging, and services like FB messenger and Skype. Once connected, they benefit from all the resources and supportive services of networks and professionals on the platform. The platform was extended beyond app and web to include text messaging and popular services like FB messenger and Skype. This allows for connection with young adults regardless of the technology limitations they have. YoJobe has also built an

exciting outbound marketing tool that allows our customers to deliver and track media rich opportunities to multiple channels like e-mail, text, and mobile notification. This allows organizations like DFSS to proactively engage One Summer Chicago youth with an ongoing stream of work related opportunities. YoJobe continue to expand our customer base of networks, now working with key Chicago organizations like CPS and the Chicago Cook Workforce Partnership as well as City of Milwaukee, DuPage county, and is launching an initiative to better serve the disability community with a host of key Chicago partners including the Mayor's Office of People with Disabilities (MOPD).

RESULTS

YoJobe ended 2017 with over 20 youth serving networks, including Chicago Public Schools, that collectively serve over 2,000 youth on the platform.

8

PARTNER WITH EMPLOYERS TO BETTER UNDERSTAND THE “DEMAND” FOR LOCAL TALENT AND THEN CREATE THE “SUPPLY” PIPELINE OF QUALIFIED YOUTH

OY Population Served: 18-24 year-olds, residents of low-income and high-crime neighborhoods, jobless youth, justice-involved youth



GOALS

Year Up’s mission is to close the Opportunity Divide by providing urban young adults with the skills, experience, and support that will empower them to reach their potential through professional careers and higher education.

DESCRIPTION

The first six months of Year Up Chicago’s workforce development program is the Learning and Development phase, during which students receive 30 hours of classroom-based instruction weekly to develop marketable skills in one of the following fields: Information Technology, Financial Operations, Client Services, and Project Management. The courses are demand-driven, industry-focused, and oriented towards Chicago’s business marketplace. In addition to hard skills, Year Up Chicago trains our students in the professional soft skills required to excel in today’s workplace. Students gain experience in professional networking, time management, workplace norms, financial literacy, and many other key work and life skills. During the following six months of the program, students apply their skills and gain valuable experience by interning with one of more than 30 corporate partners across

the Chicagoland region, including Northwestern University, Accenture, Hyatt, United Airlines, and Rush University Medical Center. These professional internships allow our students to gain hands-on experience in a high demand role at a leading employer, and provides our partners with access to a pipeline of talent that they help to train and develop. We have robust feedback loops with our corporate partners that enable us to constantly assess new career tracks and adjust our program based on market demand. During the Internship phase, students return to Year Up Chicago for an Internship Seminar course one afternoon per week for additional training and support. The course focuses on college preparation and career development with activities that include updating resumes, perfecting interview skills, college searching, and networking.

RESULTS

In 2017, Year Up Chicago launched our Professional Training Corps site at National Louis University. This model imbeds our program on a college campus, allowing us to leverage the resources of the University (such as space and professors), and provides benefits to our students such as immersion in college campus. This model allowed us to grow to serve **220 young adults in 2017** and in 2018, we will serve 280. We are preparing to change college partners to open our Professional Training Corps Site at The City Colleges of Chicago’s Harold Washington College, which will allow us to reach

more OY and realize our vision of serving 1,000 young people in Chicago each year. Our greatest achievements will always be the outstanding outcomes of our young adults. Within four months of graduation, the July 2017 graduating class achieved a **93.4% positive outcome rate** – meaning graduates are employed and/or enrolled in an education institution and reported an average wage of **\$19.03 per hour**. Final outcomes for the class of January 2018 will be available in June, but they are already reporting an 80% positive outcome rate and an average wage of \$21.86 per hour.

OY Population Served: Young men of color, justice-involved youth, homeless youth, foster care youth, parenting youth, jobless youth



GOALS

The overarching goal of Pivot to Success is to meaningfully change the life trajectory of OY ages 18-24 by connecting them to the labor market and supporting their advancement along a defined career path that leads to skills attainment, professional growth, educational achievement, higher earnings, and greater economic mobility.

DESCRIPTION

In response to Chicago’s glaring youth unemployment crisis, Skills has crafted Pivot to Success. This comprehensive, two-year career pathways program utilizes an employer-driven approach that blends work experience and education – coupled with the

mentorship and supports youth need to succeed – to address both youth unemployment and student attrition. Skills will place OY into entry-level jobs with prominent Chicagoland employers who have partnered with Skills to create defined career pathways. At the

same time, youth will advance their post-secondary education by earning an associate's degree or industry-recognized credential while simultaneously gaining valuable work experience. Pivot to Success will also provide youth additional guidance and support via a dual mentorship model. Youth are assigned a mentor internal to the employer to support their transition and help address workplace challenges. Participants will also benefit from mentoring services external to the workplace to support them while managing the weight of job duties, coursework, and personal obligations.

RESULTS

Pivot to Success' first year of programming officially began in early 2018. To date, Skills has placed 19 OY from its first cohort into jobs and into enrollment in degree programs at City Colleges of Chicago, in addition to on-the-job training. Skills is in the process of **recruiting additional youth** into the program with a goal of **75 OY served** in 2018. Pivot to Success is built on the foundation of collaboration. Skills has engaged four employer partners, three best-in-class mentoring partners, three community colleges, and 22 referral partners for a total of 32 stakeholders engaged. Skills has proven its model's capacity to impact the lives of Chicago's disconnected youth – just ask Diamonte Woods. After the tragic murder of his brother, Diamonte feared he would become a victim of gun violence as well. Diamonte enrolled at Chicago CRED where he, along with his program peers, received Skills' Jobs 101 career-

Through Pivot to Success, Skills will intervene on behalf of Chicago's disadvantaged and jobless youth and – in collaboration with a range of partners – collectively impact their lives and futures by connecting them with the work and education opportunities, supportive services, and career skills they need to succeed long-term. Skills further recognizes that each individual youth served represents a node in a network. Through a cumulative effect, Pivot to Success will not only impact Chicago's OY, but by extension their families, peers, and the communities they live in.

readiness curriculum. Inspired to do and achieve more, Diamonte decided to explore what opportunities Skills for Chicagoland's Future could provide. Diamonte enrolled in the Pivot to Success program in early 2018 and is currently on a career advancement path at Walgreens, one of Skills' beacon employer partners. As a part of the program, he is also currently enrolled and taking classes at Harold Washington College, one of the City Colleges of Chicago, and meets regularly with a dedicated mentoring specialist from One Million Degrees. Diamonte has received constant praise and commendations from his co-workers and managers for his positive attitude and work performance, and is ecstatic about both his current situation and the future ahead of him.

OY Population Served: All



GOALS

To recruit, prepare, and connect OY to entry-level jobs with employers participating in the national and Chicago-based coalition supporting this initiative.

DESCRIPTION

Thrive serves as the local backbone in Chicago of the 100K Opportunities Initiative, a national coalition of leading companies focused on hiring OY. Supported by a private investment from the Schultz Family Foundation and Aspen Institute Forum for Community Solutions, Thrive and its lead partner the Chicago Cook Workforce Partnership have hosted seven hiring fairs since 2015 in Chicago to connect OY to entry-level, private sector employment. Thrive worked closely with the City of Chicago and over a hundred community-based organizations throughout the city on testing innovative practices and tools to recruit, prepare, and connect OY

to entry-level jobs through these events. Moreover, the initiative has developed a track record with employers willing to offer onsite job interviews and make on-the-spot job offers. In 2017 specifically, this initiative organized three neighborhood-based hiring and resource fairs for OY in Humboldt Park, Roseland, and Englewood. Building off the success of the privately-funded 100K Opportunities Initiative, the City of Chicago approved a 2018 budget that includes a financial investment in community partners to execute a series three Opportunity Fairs in Englewood, Roseland, and South Lawndale.

RESULTS

Supported by investments from national funders, Chicago 100K hiring fairs have drawn over 6,100 youth and over 50 employers to date, resulting in over 2,000 conditional job offers. The 2017 fairs

in particular attracted nearly 1,200 youth and 21 unique employers, resulting in over 1,550 direct job interviews for youth and over 800 conditional job offers.

9

INVEST IN PROGRAMMING THAT INCORPORATES A STRENGTHS-BASED, POSITIVE APPROACH TO WORKING WITH YOUTH THAT IS TRAUMA-INFORMED AND IS KNOWLEDGEABLE ABOUT ADOLESCENT DEVELOPMENT

OY Population Served: Men 18 years old and up, in four communities on Chicago's South and West Sides, who are at highest risk of being involved in gun violence



GOALS

READI Chicago is an innovative program that connects the people most at risk of gun violence involvement with paid transitional jobs, cognitive behavioral therapy and wrap-around supportive services to help them create a viable path for a different future, and to help reduce violence in the city's most impacted neighborhoods.

DESCRIPTION

READI Chicago is a two-year engagement – 18 months of the program and six months of case management and support. The initial 18 months include paid employment (approximately 25 hours/week) with regular participation in cognitive behavioral therapy, coaching, skill-building and supportive services (approximately 15 hours/week). Participants then have access to an additional six months of case management and coaching support to help them successfully transition to unsubsidized employment. Given that the individuals we are trying to reach are hard to engage, READI Chicago is allocating up to one year of community-based outreach services to enroll participants in the program, with the understanding that it might take time to persuade individuals to sign up and stay with READI Chicago. The program launched in

fall 2017 in four community areas – North Lawndale, Austin, West Garfield Park and Greater Englewood – with the aim of connecting 500 individuals to the program by Spring 2019. The University of Chicago Crime and Poverty labs are evaluating READI Chicago in order to understand its impact and potential to expand if results are strong. READI Chicago has been designed especially for a population with high rates of trauma. The core elements of cognitive behavioral therapy, coaching, peer support and wrap around services are meant to support individuals struggling in the aftermath of trauma and to help them find a safer, more productive way forward. READI allows for a long period of outreach and allows for individuals to drop out of the program multiple times and still reengage with services.

RESULTS

As of March 2018, **373 individuals** have been connected to READI Chicago. Of these individuals, **216** have connected to an outreach worker and **148** individuals have started transitional employment.

Note: Some individuals are within the 18-24 years old age range, but others are 25 years old and above, as READI Chicago does not have a cap in ages served.

OY Population Served: All

GOALS

Provide youth-facing workforce development staff with training and contextualization of trauma-informed service delivery to enhance services for young people.



CHICAGO COOK
WORKFORCE PARTNERSHIP

DESCRIPTION

By working with a significant portion of the youth workforce organizations in Cook County, The Partnership is in a unique position to influence the quality and comprehensiveness of programming provided to young adults who face multiple barriers to employment an education. With the understanding that workforce services are provided by a diverse group of organizations that have varying budgets and levels of

sophistication, The Partnership seeks to create a standardized trauma informed, core competency framework and companion curriculum to ensure a consistent level of service quality across the network, in regards to both career planning and holistic, wraparound services. The growing complexity of the challenges facing our youth requires that organizations be equipped with certain skill sets.

RESULTS

Organizations and their front line staff will receive training in topics such as positive youth development, motivational interviewing, cognitive-behavioral therapy, and social-emotional learning. They would also receive training in effective strategies for: 1) engaging, enrolling and retaining opportunity youth; 2) employer engagement; 3) serving youth within WIOA's identified priority populations and 4) following-up with youth to ensure long-term success. Delivering these services through a trauma informed care lens will be critical to the success of our young people and in turn the workforce system's effectiveness to continue to serve the youth who need the services the most. All of The Partnership's youth delegate agencies will be required to participate in a

basic level of training that covers the topics outlined above. The Partnership will also create and facilitate a Community of Practice for a subset of youth delegate agencies, the vehicle to disseminate and implement the strategies and skills necessary to effectively serve youth involved in the juvenile and criminal justice systems and/or impacted by violence. The Partnership will work closely with a subset of nine of its agencies to develop a collaborative model for improving workforce services through a trauma informed care lens for this population. The Partnership will convene the organizations on a monthly basis to participate in formal trainings provided through contracted partners and to leverage the network's existing expertise.

10 INVEST IN PROGRAMMING THAT PROVIDES HIGHER “DOSAGE” RATES AND CASE MANAGEMENT SUPPORTS FOR OPPORTUNITY YOUTH

OY Population Served: Older OY, young men of color, prior arrest or conviction record, chronically unemployed or disconnected



GOALS

Strong Futures is a DFSS-originated workforce initiative with the goal of providing stability to OY, severely disconnected youth, and/or justice-involved youth by providing connection to full-time employment and employment retention with a secondary goal of providing ongoing case management, resources and supports to build a stable life.

DESCRIPTION

Strong Futures was launched in 2016 in the Auburn Gresham community with St. Sabina as the lead agency. During this pilot, St. Sabina engaged fifty at-risk, chronically disconnected youth between 17 and 28 and connected them with employment, training, and supports, including: job preparation, coaching, and resources such as child care assistance, clothing, connection to mental health services, and food support. After the success of the pilot year, the Chicago Department of Family & Support Services is expanding Strong Futures to serve two additional cohorts of 50 youth with an investment in two additional high need communities North and South Lawndale. The program model for Strong Futures looks to quickly connect youth and young adults who have barriers in obtaining and retaining employment to full-time jobs. In order to

achieve this, it is important for Strong Futures participants to have a strong desire to obtain employment before joining the program. Strong Futures is designed to help participants reach their primary goal of being trained and placed into full-time jobs; deliver a comprehensive wrap-around model that looks to not only address issues related to employment, but also secondary goals that aim to address other critical barriers that might hinder employment and other markers of stability; and provide supportive services to youth and young adults in order to maintain their jobs. Participants desire to find employment and address their secondary goals drives an emphasis with agencies delivering the program to connect with and convene partner agencies to provide services to the youth.

RESULTS

The pilot program with St. Sabina placed **35** of these young people in **full-time jobs**, and **13** in permanent **part-time jobs**. The outcomes for the expansion include: 90% of youth will achieve full-time employment by the end of the program 18-month program and

80% of youth will retain their job for at least 180 days, 75% or more, of youth with prior justice-involvement, will not recidivate while enrolled in Strong Futures, and 75% of youth will report a positive relationship with their coach.



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JPMORGAN CHASE & CO.

NOTES

1. Analysis in this Annual Impact Report is based on the most recently available public data from the American Community Survey the U.S. Census (PUMS data). 2017 data will be available in the late fall of 2018.
2. The national youth disconnection rate of 12% equates to approximately 4.6 million Opportunity Youth. From “Disconnected Youth.” Measure of America - A Project of the Social Science Research Council, www.measureofamerica.org/disconnected-youth/.
3. For the purposes of this report, youth refers to 16-24 year-olds.
4. For more research on the increases in Chicago’s high school graduation and postsecondary enrollment rates, see: UChicago Consortium, & The Network for College Success. (n.d.). District: Chicago Public Schools. Retrieved February 12, 2108, from <https://toandthrough.uchicago.edu/tool/cps/2017/#/milestones>.
5. For a single individual, the federal poverty level in 2016 was \$11,800. For a family of four, the poverty level was \$24,300. U.S. Department of Health and Human Services, From Computations for the 2016 Poverty Guidelines. (2016, July 16). Retrieved from <https://aspe.hhs.gov/computations-2016-poverty-guidelines>.
6. For a single individual, the deep poverty threshold in 2016 was \$6,243. For a family of four, the deep poverty threshold was \$12,170. University of California Davis, Center for Poverty Research, From What is “deep poverty”? (n.d.). Retrieved from <https://poverty.ucdavis.edu/faq/what-deep-poverty>.
7. For research on what families need to earn to afford basic expenses, see: Measuring Poverty, National Center for Children in Poverty, from <http://www.nccp.org/topics/measuringpoverty.html>.

**“WHEN WE SOLVE
PROBLEMS FOR THE
MOST VULNERABLE,
WE SOLVE THEM FOR
EVERYONE.”**

**ANGELA GLOVER BLACKWELL
CEO OF POLICYLINK**

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