

The United States Conference of Mayors

2020 Mayors Economic Mobility Report

January 2020



THE UNITED STATES
CONFERENCE OF MAYORS



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DOLLARWISE

MAYORS FOR ECONOMIC MOBILITY

DollarWise is the Economic Mobility initiative of the United States Conference of Mayors. DollarWise believes in helping residents thrive economically. The Campaign fosters and supports innovative programs to promote educational opportunities, jobs and livable wages, financial capability, homeownership, affordable healthcare, and more. DollarWise addresses three primary components to address economic mobility:

- 1. Removing barriers that prevent economic advancement;**
- 2. Creating economic opportunity through education and skills development; and**
- 3. Building assets to create intergenerational wealth.**

The DollarWise Campaign is made possible through support from the Bank of America Charitable Foundation, its founding sponsor.





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Introduction

The 2020 Economic Mobility Report is designed to provide critical insight into programs designed to address the economic mobility needs of American cities. The report identifies barriers and economic factors keeping residents in poverty and highlights the efforts of mayors to help residents in their communities build intergenerational wealth.

The report strives to identify potential national trends in programs designed to address economic mobility. The report draws from the experience and expertise of mayors to address economic mobility barriers and feature model programs for replication in additional cities.

The 2020 Economic Mobility Report has three primary categories of information:

1. Aggregate data on the implementation rates and strength of programs designed to promote economic mobility, based on survey results from 53 cities.
2. Aggregate data on reported barriers to economic mobility, local program implementation to address these barriers, and recommendations to State and Federal leaders on how they can assist.
3. Individual city profiles with examples of economic mobility programs that effectively address the needs of their residents.

The 2020 Economic Mobility Report was developed based on the results of the 2019 Economic Mobility Survey, which invited mayors and cities to provide detailed information on the barriers and challenges that they face in addressing economic mobility, and the solutions that they have developed to meet the needs of their residents.

About the DollarWise Economic Mobility Survey

The DollarWise Economic Mobility survey is designed to collect innovative best-practices on programs and policies that cities have developed to foster economic mobility opportunities for residents in their communities. Survey results will be used as a baseline for future DollarWise programming, in order to better serve America's cities and mayors.

The DollarWise Campaign, itself, is particularly focused on the following general areas (though not limited to):

- Affordable Housing and Homeownership
- Affordable Healthcare
- Decriminalization of Poverty
- Educational Opportunities
- Financial Capability and Financial Education
- Gender and Racial Equity
- Jobs and Livable Wages
- Summer Youth Employment
- Transfer of Intergenerational Wealth

The programs identified within this Survey fall generally into at least one of these categories.

Policy Efforts Surrounding Economic Mobility

DollarWise strives to continue to learn about and support regional/local policy measures that alleviate the financial stress of their residents, or remove barriers to economic mobility (e.g. eliminating bail bonds or probation fees, eliminating high fees for vehicle impoundment, discontinuing sentencing practices that may include jail time for residents who can't pay traffic tickets, suspension of driver's licenses without notification for inability to pay fines due to illness or unemployment etc.)

Economic Mobility Survey Questions

The United States Conference of Mayors launched an economic mobility initiative in 2019 to promote programs that would improve upward mobility, particularly among low and moderate income people. This survey is meant to determine and find information on the kinds of programs cities are using that they believe are improving economic mobility.

The survey divided programs into two categories: adult programs and youth programs. It asked cities about 15 different programs for adults and 7 different programs for youth which had been previously identified by cities as relevant to promoting economic mobility. The survey asked cities about whether they had implemented these programs, and if so, how strong the program met the needs of the target audience city-wide. Cities were also given the opportunity to provide narrative descriptions of programs that were particularly effective or noteworthy.

53 Participating Cities

Albany	Corpus Christi	Mesa	Rochester Hills
Albuquerque	Danville	Miami Gardens	San Leandro
Alexandria (VA)	Dayton	Missoula	Sumter
Aurora (IL)	Deerfield Beach	New York	Tallahassee
Austin	Denver	Normal	Tigard
Baltimore	Doral	Orlando	Topeka
Bonita Springs	Gallatin	Pembroke Pines	Tuscaloosa
Boston	Hazel Crest	Providence	West Palm Beach
Campbell	Honolulu	Rancho Cordova	West Sacramento
Chattanooga	Houston	Reno	West Springfield
Chula Vista	La Crosse	Rialto	Weymouth
Columbia (MO)	Lauderdale Lakes	Richardson	
Columbia (SC)	Louisville	Richmond (VA)	
Columbus (OH)	Madison	Rochester (MN)	

Cities participating in the survey ranged in population from 13,838 to 8.63 million. Their median income ranged from \$30,128 to \$152,798, and the average median income was \$59,432. Below is a further breakdown of median income of the cities surveyed.

Median income breakdown (out of 53 participating):

\$30,000-\$50,000: 16

\$50,000-\$70,000: 26

Over \$70,000: 9

**2 cities did not report median income*

The participating cities' poverty rates ranged from 3.25% to 32.7%, with an average poverty rate of 16.73.

Below is a further breakdown of poverty rates among the cities.

Under 10%: 5

10-20%: 28

Over 20%: 18

**2 cities did not report poverty rate*

Survey Results

ECONOMIC MOBILITY PROGRAMS FOCUSED ON ADULTS

Cities were asked whether they currently maintain programs identified by the Conference of Mayors as contributing to economic mobility. The programs are ranked from most widely implemented to least widely implemented:

IMPLEMENTATION OF ADULT ECONOMIC MOBILITY PROGRAMS

PROGRAM	NUMBER OF CITIES IMPLEMENTING	IMPLEMENTATION RATE
Promotion of business ownership and growth	53	100%
Homeownership assistance	49	93%
Rental assistance	43	81%
Homelessness rehabilitation and professional training	41	77%
Immigrant Inclusion and “Welcoming City” programs	40	76%
Free financial education and wealth management opportunities	40	76%
Free tax assistance programs	37	70%
Free/subsidized legal services	34	64%
Substance abuse rehabilitation and professional training	33	62%
Re-entry/Justice involved training and inclusion programming	32	60%
Increasing the minimum wage	29	55%
“Ban the salary box” programs (Asking job applicants to divulge previous salary)	26	49%
Pretrial services	25	47%
Reduction or elimination of excessive towing	21	40%
Elimination of punitive revocation of driver’s licenses	18	34%

Green = higher implementation rate (>70%)

Yellow = moderate implementation rate (50%-70%)

Purple = lower implementation rate (<50%)

Supporting Businesses and Entrepreneurship

Among the 53 cities surveyed, the most common economic mobility programming focused on supporting small business ownership/business growth and housing. Of the cities surveyed, **100%** reported having a program in their community that focuses on promoting new business ownership and business growth.

Housing

93% of the cities surveyed maintain a homeownership assistance program, **81%** maintain a rental assistance program, and **77%** reported having a homelessness rehabilitation program that actively assists with professional training for participants.

Supporting Immigrant Communities

Responding cities also strongly emphasized inclusion of immigrant communities with **76%** identifying as “Welcoming Cities,” maintaining programs that actively connect immigrant families to services and enrichment programming.

Wages and Personal Finance

55% of the cities surveyed reported having an effort in place that is either working toward, or has succeeded in increasing the minimum wage. **49%** of the cities surveyed reported having programs to “ban the salary box” where job applicants are not required to disclose their previous salaries.

76% of the cities surveyed reported providing free financial education and wealth management programming for their residents, and nearly **70%** of cities surveyed reported that they offer free tax assistance (that helps residents take advantage of the Earned Income Tax Credit and Child Tax Credit) for residents leading up to April each year.

Criminal Justice, Rehabilitation, Fines & Fees

64% of cities surveyed reported efforts that provide free or subsidized legal services, while **47%** reported offering free or subsidized services specifically during pretrial. **60%** of the cities surveyed maintain re-entry and inclusion programming for justice-involved individuals.

62% reported having initiatives that help individuals recovering from substance abuse seek professional training. **40%** of cities reporting have a program that focuses on the elimination of excessive towing. And **34%** of reporting cities have a program focused on eliminating the punitive revocation of driver’s licenses.

Programming Strength

If cities reported the implementation of a program, they were then asked to rank the program on its effectiveness in reaching the target audience on a scale from very weak to very strong. Below are their responses:

ECONOMIC MOBILITY PROGRAMS BY STRENGTH

PROGRAM	VERY WEAK OR WEAK	MODERATE	STRONG OR VERY STRONG
Promotion of business ownership and growth	6%	11%	83%
Homeownership assistance	10%	37%	53%
Free financial education and wealth management opportunities	18%	30%	53%
Immigrant Inclusion and “Welcoming City” programs	20%	28%	53%
Free tax assistance programs	5%	43%	51%
Rental assistance	14%	30%	56%
“Ban the salary box” programs (Asking job applicants to divulge previous salary)	19%	31%	50%
Increasing the minimum wage	21%	31%	48%
Substance abuse rehabilitation and professional training	15%	39%	45%
Re-entry/Justice involved training and inclusion programming	19%	38%	44%
Free/subsidized legal services	21%	44%	35%
Pretrial services	28%	36%	36%
Homelessness rehabilitation and professional training	22%	46%	32%
Elimination of punitive revocation of driver’s licenses	50%	17%	33%
Reduction or elimination of excessive towing	33%	43%	24%

Green = higher implementation rate (>70%)

Yellow = moderate implementation rate (50%-70%)

Purple = lower implementation rate (<50%)

Business and Entrepreneurship

Of the **100%** of cities that reported having a program in their community that focuses on promoting **New Business Ownership and Business Growth**, **83%** of those cities self-reported as having “strong” or “very strong” programs.

Housing and Homelessness

Of the **93%** of the cities that reported having a **Homeownership Assistance** program, **53%** reported their programs as strong” or “very strong”, and **37%** reported their programs as “moderate” in strength.

Of the **81%** of cities that maintain a **Rental Assistance program**, **56%** reported them as being “strong” or “very strong.” And **30%** reported their programs as being “moderate” in strength.

Of the **77%** of cities that have a **Homelessness Rehabilitation** program that actively assists with professional training for participants, **32%** reported their program as being “strong” or “very strong,” **46%** considered their own programs to be “moderate” in strength, and **22%** reported them as being “weak” or “very weak.”

Supporting Immigrant Communities

Of the **76%** of responding cities that identified as “**Welcoming Cities**,” maintaining programs that actively connect immigrant families to services and enrichment programming, **53%** reported their programming as “strong” or “very strong” and **28%** of these cities consider their programming to be “moderate” in strength.

Wages and Personal Finance

Of the **55%** of the cities with efforts in place, or that have succeeded in **Increasing the Minimum Wage** locally, **48%** describe their efforts as “strong” or “very strong” in their ability to meet the needs of this population segment. **31%** reported their programming to be moderate in strength when it comes to meeting population need.

Of the **49%** of the cities surveyed that reported having programs to “**Ban the Salary Box**” where job applicants are not required to disclose their previous salaries, **50%** rated their programs as “strong” or “very strong” in their ability to meet population need. **31%** rated their program’s ability as “moderate” in strength.

*Of the **76%** of cities surveyed that provide **Free Financial Education and Wealth Management** programming for their residents, **53%** rated their programs as “strong” or “very strong” in their ability to meet population need. **30%** rated their program’s ability as “moderate” in strength.

Of the **68%** of cities surveyed that offer **Free Tax Assistance** for their residents, which helps residents take advantage of the Earned Income Tax Credit and Child Tax Credit, **51%** rated their programs as “strong” or “very strong” in their ability to meet population need. **43%** rated their program’s ability as “moderate” in strength.

Criminal Justice, Rehabilitation, Fines & Fees

Of the **64%** of cities that provide **Free or Subsidized Legal Services**, **35%** reported as having “strong” or “very strong” programs when it comes to serving the population in need. **44%** of respondents rated their own programs as “moderate” when it comes to serving the population in need, and **21%** reported having “weak” or “very weak.”

Of the **47%** of cities that reported offering **Free or Subsidized Pretrial Services**, **36%** rated their programs as “strong” or “very strong” in serving the population in need. **36%** rated their programs as “moderate” in its ability to reach the population in need.

***60%** of cities surveyed reported that they maintain **Re-entry and inclusion programming for justice - involved individuals**. Of these reporting cities, **44%** of respondents rated their programming as “strong” or “very strong” when it comes to serving their population in need. **38%** rated their programming as “moderate” when it comes to serving this population segment.

*Of the **62%** of cities that reported having initiatives that help individuals **Recovering from Substance Abuse obtain professional training**, nearly **45%** described their programming as “strong” or “very strong in terms of serving this population segment. **39%** rated their programming as “moderate” when it comes to serving this population segment.

Of the **40%** of cities that reported having a program that focuses on the **Elimination of Excessive Towing**, **24%** rated their programs as “strong” or “very strong” when it comes to meeting the needs of this population segment. **43%** rated their efforts as “moderate” when it comes to meeting the needs of this population, and **33%** rated their efforts as “weak” or “very weak.”

Of the **34%** of cities that reported having a program that focuses on **Eliminating the Punitive Revocation of Driver’s Licences**, **33%** of responding cities rated their programming as “strong” or “very strong.” **17%** rated their programs as “moderate” and **50%** rated their programming as “weak” or “very weak” in their ability to meet the needs of the population in need.

ECONOMIC MOBILITY PROGRAMS FOCUSED ON YOUTH

Cities were asked whether they currently maintain programs identified by the Conference of Mayors as contributing to economic mobility among youth. The programs are ranked from most widely implemented to least widely implemented:

IMPLEMENTATION OF YOUTH ECONOMIC MOBILITY PROGRAMS

PROGRAM	NUMBER OF CITIES IMPLEMENTING	IMPLEMENTATION RATE
Summer youth employment or enrichment programming	52	98%
Paid internships and youth jobs programs	50	94%
Professional/leadership training for underserved youth	41	77%
Free/subsidized pre-kindergarten	33	62%
Free/subsidized child care	33	62%
Professional/leadership training for justice-involved youth	29	55%
Child/college savings accounts	28	53%

Green = higher implementation rate (>70%)

Yellow = moderate implementation rate (50%-70%)

Purple = lower implementation rate (<50%)

Employment and Professional Development for Youth

Among the 53 cities surveyed, **98%** reported as having a robust **Summer Youth Employment** or enrichment program.

94% maintain a **Paid Internship or Jobs Program** focused on helping young people build their careers.

77% of the cities surveyed reported as having a **Professional Training or Leadership Training** program specifically for underserved youth.

55% of cities surveyed reported having a **Professional Training or Leadership Training Program specifically for Justice-involved Youth**.

Child Care and Child Savings

Among the 53 cities surveyed, **62%** reported having a program in their city that offers **Free or Subsidized Pre-Kindergarten**.

62% of cities surveyed also reported as having a program that offers **Free or Subsidized Child Care** for their residents.

53% reported administering a **Child Savings or College Savings Account** program that is available to their residents.

Programming Strength

If cities reported the existence of a program, they were then asked to rank the program on its effectiveness in reaching the target audience on a scale from very weak to very strong

YOUTH ECONOMIC MOBILITY PROGRAMS BY STRENGTH

PROGRAM	VERY WEAK OR WEAK	MODERATE	STRONG OR VERY STRONG
Summer youth employment or enrichment programming	6%	12%	83%
Paid internships and youth jobs programs	8%	10%	82%
Professional/leadership training for underserved youth	7%	20%	73%
Professional/leadership training for justice-involved youth	15%	17%	66%
Free/subsidized pre-kindergarten	15%	27%	58%
Free/subsidized child care	24%	36%	39%
Child/college savings accounts	32%	36%	32%

Green = higher implementation rate (>70%)

Yellow = moderate implementation rate (50%-70%)

Purple = lower implementation rate (<50%)

Employment and Professional Development for Youth

Of the **98%** of the cities that reported having a robust **Summer Youth Employment** or enrichment program, **83%** described their programs as either “strong” or “very strong,” in their ability to meet the needs of its target residents.” **12%** rated their programs as “moderate” in strength.

Of the **94%** of the cities that maintain a **Paid Internship or Jobs Program** focused on helping young people build their careers, **82%** described their programs as either “strong” or “very strong,” in their ability to meet the needs of its target residents.” **10%** rated their programs as “moderate” in strength.

Of the **77%** of the cities surveyed that reported having a **Professional Training or Leadership Training** program specifically for underserved youth, **73%** described their programs as either “strong” or “very strong,” in their ability to meet the needs of its target residents.” **20%** rated their programs as “moderate” in strength.

Of the **55%** of cities surveyed that reported having a **Professional Training or Leadership Training Program specifically for Justice-involved Youth**, **66%** described their programs as either “strong” or “very strong,” in their ability to meet the needs of its target residents.” **17%** rated their programs as “moderate” in strength.

Child Care and Child Savings

Of the **62%** of cities that reported having a program in their city that offers **Free or Subsidized Pre-Kindergarten**, **58%** described their programs as either “strong” or “very strong,” in their ability to meet the needs of its target residents.” **27%** rated their programs as “moderate” in strength.

Of the **62%** of cities surveyed that reported having a program that offers **Free or Subsidized Child Care** for their residents, **39%** described their programs as either “strong” or “very strong,” in their ability to meet the needs of its target residents.” **36%** rated their programs as “moderate” in strength, and **24%** rated their programs as “weak” or “very weak.”

Of the **53%** reported administering a **Child Savings or College Savings Account** program that is available to their residents. **32%** described their programs as either “strong” or “very strong,” in their ability to meet the needs of its target residents.” **36%** rated their programs as “moderate” in strength, and **32%** rated their programs as “weak” or “very weak.”

ADDITIONAL ECONOMIC MOBILITY FINDINGS

Barriers to Economic Mobility

Cities were asked to describe any policy or programmatic barriers that negatively impact economic mobility in their communities. The top responses (by issue area) are as follows:

- 1. Lack of available affordable housing (11)**
- 2. Funding/budget constraints to support & scale Economic Mobility programming (7)**
- 3. Lack of public transportation for low-income residents (6)**
- 4. Low wages (5)**
- 5. Pre-emption laws that prohibit the city from addressing Economic Mobility (4)**
- 6. Lack of access to effective jobs/skills training (3)**
- 7. Historic redlining/zoning issues (3)**

An overview of the total responses suggest a broad set of barriers exist, with over forty-five identified. The breadth and diversity of these barriers also suggest that some may be more prevalent in certain cities than others. For example, some cities identified punitive child support laws, lack of access to legal assistance, and lack of Medicaid expansion within the state, while others focused on underfunded schools and lack of access to higher education.

Those barriers most frequently referenced included: lack of affordable housing; an overall lack of funding, or budget constraints, to support and scale economic mobility programming; a lack of public transportation for low-income residents; low wages; preemption of local laws; or conversely the inability for cities to self-govern; lack of access to jobs and skills training; and historic redlining or lack of integration.

Other barriers listed could be classified under the heading “overall lack of funding.” They include underfunded schools; lack of down payment assistance; lack of funding for HOME, SHIP and CDBG; lack of skills training for immigrant communities; lack of free/subsidized child care; and lack of access to substance abuse and mental health treatment.

New Local Initiatives Being Implemented or Expanded

Cities were asked to describe any new initiatives that they are considering at the local level (for development or expansion) to promote economic mobility in their cities. The top responses are as follows:

- 1. New or expanded workforce development/skills training program (7)**
- 2. Increasing the minimum wage for city residents (6)**
- 3. Creating or Expanding prisoner re-entry programming (6)**
- 4. New/expanded affordable housing efforts (5)**
- 5. Ban the salary box efforts (4)**
- 6. Creating/expanding city-wide financial literacy/empowerment programming (4)**

Answers to this question represent a window into what actions are being taken currently by cities to address economic mobility. Again, we see in the responses a broad set of actions, led by new or expanded workforce training programs; efforts to increase the minimum wage; expanding prisoner re-entry programs; increasing affordable housing; banning the salary box efforts; and city-wide financial empowerment programming. All of these actions suggest that cities can begin or supplement these programs to some degree on their own. (For references to the scope of these efforts see Section A above.)

Other efforts mentioned include programs to eliminate excessive fines and fees; establish entrepreneur development programs; elimination of excessive towing; programs to provide an alternative to payday lending, and formation of a consumer/financial protection office.

STATE AND FEDERAL RECOMENDATIONS

Federal Recommendations

Cities were asked to briefly describe 1-3 federal initiatives that they think would best promote economic mobility in their cities if developed or expanded nationwide. The top responses are as follows:

- 1. Expanded workforce training/funding (29)**
- 2. Subsidized/Universal Child Care (19)**
- 3. Subsidized/Universal Pre-K (14)**
- 4. Additional support for small business development and entrepreneurship (13)**
- 5. Expand federal EITC and Child Tax Credits (9)**
- 6. Increase the federal minimum wage (9)**

By a significant margin, increased funding for expanded workforce training topped the list of federal priorities to increase economic mobility. This may well reflect the fact that in many metro economies businesses are finding it hard to find skilled workers in what is essentially a full-employment economy.

At the other end of the age spectrum, cities identified subsidized universal child care and subsidized universal Pre-K as the second and third highest priorities, followed by a swing back to the adult age group by calling for more support for small business development and entrepreneurship.

The top six priorities were rounded out by a call for an expanded federal EITC and Child Tax credits, followed by an increase in the federal minimum wage.

These six priorities were clearly in a category of their own, and they reflect a broad array of issues: skills training, early childhood education and care, basic income support through expanded EITC and the need for more asset building through business ownership.

Still, over 31 different recommendations were made for federal action, reflecting the diversity of needs and strategies cities have to increase economic mobility. Many of those areas include extremely high level issues, such as universal healthcare, increased funding for CDBG, HOME and the Community Services block grants, affordable housing, universal paid parental leave among others.

State-wide Recommendations

Cities were asked to briefly describe 1-3 state-wide initiatives that they think would best promote economic mobility in their cities if developed or expanded in their states. The top responses are as follows:

- 1. Criminal record sealing or expungement for nonviolent crimes (10)**
- 2. Elimination of state preemption laws (10)**
- 3. Create or Expand State EITC and/or Child Tax Credits (9)**
- 4. The establishment of statewide child/college savings account (6)**
- 5. The establishment of free or subsidized Pre-K statewide (6)**
- 6. The expansion of state-wide workforce training programming (5)**

The highest number of respondents (10) identified criminal record sealing or expungement of records for non-violent crimes as the most important priority for states to take action. Tied with this category was the elimination of state preemption laws. Next, with nine references was creation or expansion of a state EITC or Child Tax Credit. Education and training filled out the next three stated priorities with six references each: statewide child/college savings accounts; subsidized pre-K; and workforce training programming.

Other areas identified include the elimination of bail bonds; free two-year community college; expansion of Medicaid under the Affordable Care Act; and increasing the state minimum wage.

City Projects to Promote Economic Mobility

In the survey, respondents were given the opportunity to describe in more detail economic mobility programs in their cities. This section includes examples of those responses, and they are far-reaching - ranging from universal pre-k, child care subsidies, homeownership assistance, free tax preparation services and summer employment programs, among others. It is important to note that these programs are not exhaustive of the cities' entire economic mobility strategies.



Alexandria, VA

Mayor Justin Wilson

Population: 154,710

Median Household Income: \$93,370

Poverty Rate: 10.5%

Employment Navigator

The Employment Navigator is an employee within the City of Alexandria who provides expert knowledge of workforce systems, homeless services, and social services to Alexandria residents in need. The Employment Navigator works one-on-one with program participants to develop tailored plans and services, including workforce training and connections to employment services. Alexandria's Employment Navigator particularly targets residents who do not qualify for other employment assistance through Virginia Initiative for Education and Work (VIEW), Supplemental Nutritional Assistance Program Employment & Training (SNAPET), or Workforce Innovation Opportunity Act (WIOA). The Employment Navigator bridges the gaps between Alexandria's workforce system, social service programs, training providers, and employers. All clients who interface with the Employment Navigator are at least 18 years old and are eligible for employment in the United States. Each client must identify specific employment goals when starting the program. The Employment Navigator then works individually with the person experiencing homelessness to assess his or her individual circumstances to better address particular barriers to employment.

The Employment Navigator helps to match the talent needs of the job seeker to the employer demand through career readiness, coaching, and job search assistance.

All of the participants are classified as low-income.

Thirty-nine customers were served in FY18 with 41% of clients gaining employment.

The goal of the City is to expand the ability to connect clients to on-the-job supportive employment, identify and deliver greater services to clients, and to increase the number of clients employed and earning a living wage. The City of Alexandria seeks to provide employment navigation services to at least 18 persons experiencing homelessness annually, have 85% of clients maintain employment for at least 90 days, and have 85% of persons achieve living wage employment.

TeensWork!

Alexandria's TeensWork! Public Summer Youth Program provides paid, 6-week work experiences for underserved youth, age 14-21. The program includes on-the-job training within private companies and government. The program also offers career exploration, job readiness, soft skills training, and workshop facilitation. To promote the program, the City conducts outreach to Alexandria City Public Schools, Community and Business partners via Social Media, business engagement functions, and referral sources. In 2018, the program served 170 participants total.

The benefits of TeensWork! include: enhanced youth education, increased employability, a pipeline to private and federal program areas, and overall economic stability. The program has staunch support from the Mayor Justin Wilson and Alexandria's City Council.

Prior to beginning their summer jobs, youth participants are provided with classes and seminars to help prepare them. Resources include:

- Holistic career readiness workshop offerings
- "Ace the interview" Instruction
- First Aid Certification
- Information on Conflict Resolution
- Positive thinking for students toward better grades
- Instruction on how to succeed in the workplace
- Important information on sexual harassment in the workplace
- Instruction on Basic Resume Writing;
- Healthy Teens, Healthier, Alexandria, Entrepreneurship instruction
- DollarWise Summer Youth Financial Education Modules



The city conducts regular check-ins with businesses to solicit feedback regarding progress and additional opportunities. Youth participants receive Individualized Employment Plans to support their efforts during and after the summer. Alexandria is currently identifying additional support and resources to strengthen its “Summer Youth Employment and Beyond!” concept. Moving forward, the City hopes to transition the summer host sites into sustainable employment beyond the summer months.

Key Statistics

In 2018, 65% of the businesses that hired youth for the summer were returning partners. 280 youth applied to be a part of TeensWork. 41 businesses and government partners provided worksites for TeensWork participants.

In a survey conducted - 89% of youth participants “Agreed” or “Strongly Agreed” that TeensWork! improved their overall knowledge, skills and abilities; and on a scale of 1 to 10, 82% of participants rated their experience in Teenswork! At an “8” or higher.

In addition, 8 out of 10 businesses rated their satisfaction “8” or higher with 92% of businesses wishing to host youth the following year.

92% of businesses would refer TeensWork! participation to other businesses.

Child Care Subsidy Program

The Child Care Subsidy Program provides financial assistance to eligible families to help pay for the cost of child care, so that they can work, go to school, or participate in additional skills training programs. Program services are child-centered, family-focused, and support the broader objective of providing economic self-sufficiency and quality early childhood programs for children 6 weeks to 13 years of age.

Families receiving child protective services, or who have children with developmental disabilities, may receive services for their children up to the age of 18 years old. 433 children have been served in this program. More than 25 percent of single parents’ median income goes to child care expenses. For more information on these efforts, please visit www.Alexandriava.gov.

Peer Advisor/Counselor Aide Program

The Peer Advisors/Counselor Aide program has been an after-school leadership program for at-risk teens since 1985. Starting at the age of 12, Peer Advisors are trained in peer pressure resistance skills, tobacco prevention, anger management, and mediation. They act as mentors and role models to younger youth. Participants receive training in leadership and public speaking and give public presentations on prevention topics. They participate in community service projects. At the age of 15, after volunteering as a Peer Advisor, they become eligible to be hired as part time Counselor Aides with the Department of Community and Human Services, where they facilitate prevention programs for younger youth and continue their role as mentors and role models to younger youth.

Peer Advisors and Counselor Aides are integral parts of the Kids are Terrific Camp. Launched in 1986, this five-week summer camp includes educational sessions on alcohol and tobacco prevention, negative peer pressure reversal, anger management and nutrition promotion, as well as field trips. 100% of target audience are low-income and reaches 300 residents annually (this includes the Peers and the younger students they serve).

The majority of students who participate in the program go on to college or vocational school. The majority of students who participate in the program report engaging in more positive behavior and the reversal of risky behaviors.

Boston, MA

Mayor Martin J. Walsh

Population: 685,094

Median Household Income: \$62,021

Poverty Rate: 20.5%

Boston's Tax Help Coalition

The Boston Tax Help Coalition (BTHC), championed by Mayor Martin J. Walsh, is a partnership of nonprofits, businesses, and community organizations that has been promoting the economic independence of working individuals and families since 2001. The BTHC is the largest program of the Mayor's Office of Financial Empowerment (ofe.boston.gov). The mission of the Boston Tax Help Coalition is to broaden pathways from poverty to financial empowerment by maximizing the impact of the Earned Income Tax Credit and other tax credits through quality, free tax preparation, financial education and economic stability opportunities.

Free tax preparation is the core service provided by the Boston Tax Help Coalition. Every tax season, the Coalition operates free tax and wealth building services available to all eligible low and moderate-income taxpayers in Boston.

The Boston Tax Help Coalition currently operates 30 free tax preparation sites throughout the city, serving 12,709 taxpayers annually and returning \$24 million in tax refunds and credits.

Over 400 volunteers are recruited, trained, and IRS certified annually through Boston Tax Help staff and training partners. Approximately 424 active volunteers are placed at one of the 30 free tax sites in targeted Boston neighborhoods. With site coordinator supervision, volunteers meet with over thousands of clients and prepare their tax returns electronically free of charge.

Financial Check-Up Program

The Tax Help Coalition has been providing credit building to hard working Bostonians for over a decade through the Financial Check-up (FCU). The Financial Check-up (FCU) is an innovative service that connects residents to key information and services for economic mobility. The program also provides a free, individualized financial assessment for taxpayers at ten of the Coalition's 30 neighborhood sites. The FCU includes credit advising with a FICO Score evaluation and referrals to other services leading to greater financial stability. It is a critical piece of Boston Builds Credit, a citywide credit building

initiative that seeks to empower Bostonians to build prime credit scores in order to increase their financial stability, build assets, and create wealth.

The FCU has grown from a pilot program at one site in 2012 to being offered at ten sites in 2017. It not only provides self-help solutions to financial issues but also an option to participate in the Office of Financial Empowerment's year-round, one-on-one financial coaching program.

Boston's Way Home

Boston's Way Home is an action plan to end veteran and chronic homelessness in Boston. Since its inception, Boston's Way Home has resulted in a complete redesign of the way Boston offers services to homeless individuals. Rather than counting solely on shelter as the solution to homelessness, Boston has moved toward a housing-first model, where an individual's entrance into the shelter system is also their entrance to a path toward permanent, stable housing. Since the launch of Boston's Way Home:

Boston has made huge strides under Boston's Way Home: An Action Plan to End Veteran and Chronic Homelessness 2015-2018:

- Over 900 chronically homeless individuals housed
- Over 1,200 homeless veterans housed
- Reduced homelessness among veterans by 36% and ended chronic homelessness among veterans
- Reduced chronic homelessness by 19% at a time when it is rising nationally
- Partnered with six affordable housing owners in Boston to create a homeless veteran preference within their housing
- Received more than \$8 million in donations to build 200 new units of supportive, long-term housing for individuals experiencing chronic homelessness through Boston's Way Home Fund



Boston's High Quality Pre-K Fund

Mayor Walsh invested \$15 million in the City's FY2020 budget to establish the "Quality Pre-K Fund," which ensures equitable access to free, high-quality pre-kindergarten (pre-K) for all 4-year-olds living in Boston within five years. The Quality Pre-K Fund will support the creation of 750 high-quality seats in the nationally recognized pre-K programs in Boston Public Schools (BPS) and in community-based organizations, such as ABCD Head Start, Boys & Girls Clubs, YMCA, and many others. When Mayor Walsh took office, the gap of high-quality pre-K classroom seats stood at 1,500; in six years this number has been cut in half. The City anticipates the current high-quality pre-K seat gap will be closed within five years through the Quality Pre-K Fund.

All Quality Pre-K Fund programs, whether they are located in Boston Public Schools or community-based organizations, adhere to the following standards:

- All pre-K teachers have a degree in early childhood education, are prepared to teach in "inclusive" classroom settings to support students of all backgrounds, and earn the same starting salary as a Boston Public Schools teacher.
- Students learn from the Boston Public Schools Focus on K1 Curriculum and Building Blocks Curriculum, which are national models in early childhood education.
- All classroom environments are age-appropriate and culturally responsive.
- The classroom ratio is two educators for 20 students.
- The program is accredited by a national early childhood accrediting body, and meets other accountability benchmarks.



Boston's Summer Youth Jobs Program

In 2018, the City of Boston served over 10,600 young people through summer jobs, civic engagement and career development training. Every year, the City of Boston partners with hundreds of community-based nonprofit organizations across the city to provide meaningful employment opportunities.

The program recently underwent an evaluation and was found to have several positive effects. Initial analysis of survey data shows that the Summer Youth Employment Program (SYEP) participants reported increases in community engagement, social abilities, college aspirations, and job readiness skills. Many of these outcomes were significantly better than those of the control group. In most cases, the largest gains were observed for non-white youth, suggesting that Boston's SYEP may have the capacity to reduce inequality across demographic groups.

The analysis of long-term administrative records found that the program significantly decreased criminal activity and increased school attendance among program participants, relative to the control group.

Columbia, MO

Mayor Brian Treece

Population: 133, 114

Median Household Income: \$47,236

Poverty Rate: 22.9%

Owner-Occupied Rehab

Columbia's Owner-Occupied Rehab and Minor Home Repair program promotes neighborhood stability by making low interest loans to low-and-moderate income property owners to make necessary improvements to their homes, including roof replacement, HVAC repair and replacement, removing lead-based paint hazards, electrical and plumbing repairs, accessibility improvements, and energy improvements such as attic insulation, door and window replacement.

The program serves owner-occupied households at or below 80% of the area median income. The City typically impacts 15-20 homes per year with this program. The City has rehabilitated or repaired over 50 homes over the past 5 years. Each home typically sees a 15% raise in its appraised value, while also taking care of basic household systems needs to ensure the home is preserved.

Homeownership Assistance Program

Columbia's Homeowner Assistance Program is designed to help low-to-moderate income families purchase and occupy a home in the city limits of Columbia. Applicants must be "first time home buyers" who meet the Department of Housing and Urban Development (HUD) income guidelines below. Assistance of up to \$10,000 or 10% of the purchase price, whichever is less, can be provided in the form of a 10-year forgivable loan at 0% interest to assist home buyers in purchasing an existing home.

Included in this program is the funding of the Homeownership Assistance Neighborhood Development Program, which allows for a development financing subsidy for new construction. This program also works in tandem with the City's annual Community Housing Development Organization (CHDO) funding that supports the development of new affordable housing. The City of Columbia typically serves 35-40 households per year through these efforts.

Each new homeowner typically gains about \$25,000-\$35,000 in household wealth over the first 10 years of achieving homeownership through this program.

The City intends to expand this program in future years by examining ways to leverage additional private investment in the program by starting a private equity fund from multiple local lending institutions in Columbia.

Cradle to Career Alliance

The City of Columbia led the formation of the community's *Cradle to Career Alliance*, a coalition of key stakeholders who regularly convene to address the persistent academic achievement gap experienced by underserved youth in Columbia's public schools. Under this broader collaborative, through a grant from the Pritzker Foundation, *Columbia's Brilliant Beginnings* initiative seeks to coordinate early life services, including home visitation, to prioritize and target resources for disparately impacted populations, in order to improve birth outcomes and kindergarten readiness at the individual and community levels.

Career Awareness Related Experience (CARE)

The City of Columbia's Career Awareness Related Experience (CARE) program strives to help Columbia's youth become ready to enter the workforce and remain productive and self-sufficient citizens. Since 1982, the CARE program has provided comprehensive services for Columbia's at-risk youth that include:

- job readiness training
- paid real-world hands-on work experience
- mentoring
- soft skill development
- career exploration



The CARE program hires underserved and underrepresented 14- to 20-year-olds who live in the City of Columbia, MO and/or attend a Columbia, MO school and places them at local businesses, where they gain much needed real-world hands-on work experience while getting paid. One hundred percent of the trainees' wages are paid by CARE, which is administered through the Columbia Parks and Recreation Department.

In 2018, 192 out of 196 participants successfully completed the program (98%). Of the total participants, 62% identified as a member of an underrepresented community and 59% lived in households that receive public assistance.



Columbus, OH

Mayor Andrew Ginther

Population: 879,170

Median Household Income: \$51,708

Poverty Rate: 20.8%

The Columbus Women's Commission

The Columbus Women's Commission strives to dismantle barriers and reduce gender-based inequities to improve the economic position of all women in Columbus.

In Central Ohio, women working full time earn only .78 cents for every dollar earned by their male counterparts, which is below the national average of .80 cents. For women of color, the disparities are greater. In Columbus, 52,000 households are female-headed and the poverty rate is six times higher for these single-headed female households.

The Columbus Women's Commission is tasked with bringing awareness to the unique needs and challenges facing women in Columbus, and to convene, impart knowledge, catalyze, build partnerships, recommend solutions, and advocate to create change in this community, with the belief that all women have the opportunity to succeed.

The charge of the Commission is focused around four key areas that are facing women within the community: pay equity, housing and safety, health and nutrition, and workforce development and education.

The 25-member commission consists of a diverse group of leaders spanning public and private sectors and non-profit organizations. The commissioners represent diversity in age, educational background, race and personal experience.

The commission also has four standing committees to guide the work: gender equity, affordable housing and evictions, health and workforce development.

In 2017, The Columbus Women's Commission launched The Columbus Commitment: Achieving Pay Equity, a voluntary, employer-led initiative to close the gender and race-based pay gap in Columbus to address the important role employers can play toward a gender equitable Columbus.

Today, there are over 250 employers across Columbus who have committed to:

- Learn about the economic impact of pay equity, including how implicit bias contributes to the issue;
- Review their hiring, promotional, and pay practices that may lead to disparities;
- Address wage disparities by implementing solutions; and
- Share best practices and successes with other organizations.

APPS Workforce Development Program/ Education IDA Program

Over the last two years, the APPS Job Readiness Program has hired 229 young people, between the ages of 14-23, from areas that have a disproportionate number of barriers to success. While working in different sections of city departments, young people participate in a training week in addition to nine weekly training sessions that include topics such as Digital Citizenship, Emerging Leaders, Cultural Diversity, CPR First Aid and Financial Education. Emphasis is placed on financial education with participants receiving certification in EverFi Financial Literacy after completing 10 hours of learning modules.

This certification is also a requirement of Columbus' Education IDA Program that matches participant's savings accounts at an \$8 to \$1 ratio for post-secondary educational expenses. Participants have saving plan agreements with a maximum match amount of \$500, meaning that they will receive a total of \$4,500 for educational expenses for trade schools, as well as 2-year and 4-year accredited educational institutions.

Participants apply their new knowledge and skills at a variety of jobs throughout the city gaining valuable on-the-job-training as well as workforce experience. Job coaches perform daily work site visits to provide support and guidance to ensure success for participating youth. The impact of the training sessions, on the-job-training and job coaches is measured through the use of program evaluated pre- and post-test data that revealed in 2018 that 100% of participants improved their workforce readiness knowledge and behaviors.



Corpus Christi, TX

Mayor Joe McComb

Population: 325,733

Median Household Income: \$54,051

Poverty Rate: 16.2%

Pre-trial Program and Alternative Methods to Discharge a Petition

The City of Corpus Christi's pretrial program primarily aims to schedule all cases where citizens plead not guilty to a pretrial hearing. Pretrial hearings provide an effective means of the case flow management process, which includes addressing contested motions from either party prior to the trial date, disposing of issues that do not relate to the merits of the case, and allowing both parties to discuss potential plea agreements before summoning jurors. This program serves all Corpus Christi residents and visitors to the City who may have been issued a citation while visiting.

Key components of the Alternative Methods to Discharge a Citation program include: delayed payment, time payments, and community service. Delayed payment involves granting a person 30 days or more, depending on the judge's decision, to pay the charge in full or begin making payments. Time payment plans provide residents who cannot afford to pay their citations in full the option of entering into a monthly payment agreement based on their disposable income.

Community service provides residents who cannot afford to pay their citations the option to perform community service work towards satisfying the balance of their cases. People who are authorized to perform community service receive \$12.50 per hour of community service performed, which equals to \$100.00 per 8-hour day.

Jail Time Serve is a program set by law that provides individuals who are or have been incarcerated to receive credit for time served in jail. This program serves all residents and non-residents who were issued citations and have been incarcerated. When granted, people receive \$100.00 per day of jail time credit on each violation.

City of Corpus Christi Internships

The City of Corpus Christi offers a variety of paid and unpaid internships for interested students seeking valuable work experience in government policy and administration. Interns have the opportunity to make meaningful contributions to the City's mission to deliver municipal services which meet the vital health, safety and general welfare needs of the residents and which sustain and improve their quality of life.

The mission of the Internship Program is to develop and place talented youth in organizations within the City, and prepare them for future employment and community leadership opportunities.

The Internship Program is structured to serve:

- Students who are just beginning to figure out their choice of major and career interests, to help them become aware of the different kinds of organizations in existence, and build early professional experience.
- Students who are clearer about their career interests and academic pursuits, to help them apply what they are learning in "real world" settings, gain more substantial professional experience, and begin to develop a network of people in fields that interest them.

Eligibility

In order to apply for an internship at the City of Corpus Christi, students must:

1. Be 16 years of age and older;
2. Attend an accredited educational institution, including but not limited to: high school, trade school, technical or vocational institute, junior college, college, university, or graduate school;
3. Provide confirmed proof of future enrollment in an educational institution if the student is a recent graduate;
4. Have permission of the institution at which he/she is enrolled to participate in the internship program.



Homebuyer Closing Cost Assistance Program

The purpose of this program is to assist homebuyers with closing costs to purchase an existing pre-owned home, or new construction home. The homebuyer will be provided up to \$10,000 in the form of a deferred forgivable loan at zero percent interest amortized over 5 years. In order to be eligible, the homebuyer must meet low and moderate-income limits; must not currently own a home; and must use the home being purchased as their principal residence. Maximum sales price is \$166,000.

Homebuyer Down Payment Assistance Program

The Homebuyer Assistance Program provides the homebuyer up to \$10,000 in down payment assistance. The down payment assistance is in the form of a deferred forgivable loan at zero percent interest amortized over a 5-year period, and forgiven at \$2,000 per year. All properties in the program must have a value that does not exceed a sales price of \$166,000. The home must be located within the city limits of Corpus Christi. .

Minor Home Repair Grant Program

This program assists homeowners with minor repair of their homes. If the structure is determined to be over 50% deteriorated, the homeowner will be referred to the Demolition and Replacement Loan Program. The applicant must meet low and moderate-income limits. This program allows for roofing, plumbing, electrical, heating, and minor structural repairs. The owner must be a resident of the City of Corpus Christi, have clear title in their name at least one year prior to applying, and be current in property taxes.

Corpus Christi Learning Institute

The City of Corpus Christi Learning Institute is a corporate university dedicated to growing City Champions. The Institute works with many organizations and individuals to determine their priorities and curate customized leadership solutions that best fit individual needs. Since 2014, the Institute has provided exceptional educational and organizational development programs for working professionals in South Texas. This institute is the realization of the City of Corpus Christi's strategic goal to grow leaders in the community by developing exceptional professional development opportunities and programs that support our communities. Online training is offered by the Institute, with access to over 3,000 online courses in multiple categories, including business skills development, compliance, technology, and more. In addition Live training is offered with over 30 instructor-led courses available in classroom environments that provide group interaction to enhance learning. Classroom training is available in multiple leadership academies.

Dayton, OH

Mayor Nan Whaley

Population: 140,371

Median Household Income: \$30,128

Poverty Rate: 32.7%

Dayton's Free Tax Assistance Program

The Earned Income Tax Credit/Child Tax Credit (EITC/CTC) is a federal tax benefit designed to help lower-income workers increase their financial stability. It has several important purposes: to reduce payroll taxes for these workers, to supplement wages, and to make work more attractive than welfare. It is the nation's largest anti-poverty program, and it helps working families maintain their independence from the welfare system. For the past sixteen years, the City of Dayton has encouraged eligible residents to take advantage of these important federal tax credits that increase their take-home pay and boost the local economy.

During 2019 tax season, the EITC was worth more money than ever before—up to \$6,269 for some families. In addition, many EITC-eligible families also qualify for the Child Tax Credit, worth up to \$1,000 for each child under age 17.

The City of Dayton works to ensure that eligible residents have the ability to file their taxes for free and claim tax credits that are available to them, including the EITC and Child Tax Credit. The number of lower income taxpayers using the Dayton Coalition's free IRS-sponsored tax preparation services has grown from four sites serving 236 taxpayers in 2001, to thirteen sites serving 6,833 taxpayers during the 2019 tax season.

During the 2019 filing season (Tax Year 2018), The Coalition's thirteen sites prepared 6,833 returns generating more than \$8 million in total federal refund dollars for local residents – \$2,089,414 in Earned Income/Child Tax Credits. Over 93 Volunteer Income Tax Assistance (VITA) volunteers provided more than 7,964.5 hours of service preparing taxes for lower income working families, individuals, and the elderly. Dayton Area EITC/CTC Coalition Members include the City of Dayton, Montgomery County, as well as representatives from the IRS,

the Community Action Partnership, Dayton Christian Center, Wesley Community Center, Montgomery County Job Center, Life Enrichment Center, University of Dayton, United Way of the Greater Dayton Area, and local financial institutions.

During the 2019 tax season, the EITC/CTC Coalition developed and distributed over 6,000 EITC flyers and 150 posters (with 20,000 tear-off sheets listing tax site locations, phone numbers, and information that the taxpayer needs to bring to the tax site). The Coalition's financial, health care, and philanthropic sponsors received EITC posters and flyers customized with their specific logo to promote the Coalition's tax sites to their employees and customers. The city promoted the free services in the City of Dayton water bills and on the Regional Transit Authority (RTA). In addition, a 24-hour EITC/CTC information line, operated by United Way's HelpLink, provided EITC and CTC eligibility information, offered information about how to contact the Coalition's free tax sites to schedule an appointment, and scheduled appointments for the Job Center and Sinclair Community College.

Beginning in mid-January and running through tax season, the City of Dayton's website features detailed information in five different languages about the importance of lower income workers claiming all of the tax credits that they have earned, EITC and CTC eligibility criteria, and the locations and contact information for the Coalition's free tax sites. The Coalition kicks-off the 2019 tax season with the Awareness Day in January of each year.

Preschool Promise

Dayton and Montgomery County Preschool Promise exists today because of leadership by the Montgomery County Commission and numerous local philanthropic organizations. As part of efforts to improve the region's economic competitiveness, they are committed to investing in the next generation of young people, beginning with the youngest children.

Preschool Promise traces its beginning to 2007, when advocates who had joined together under the Montgomery County Early Care & Education Initiative formed ReadySetSoar. Its focus was on improving children's readiness for Kindergarten and their 3rd-grade reading proficiency.

For several years, ReadySetSoar worked collaboratively with Learn to Earn Dayton, which was dedicated to improving educational achievement among older children. Then in 2015-16, the organizations merged, becoming Montgomery County's cradle-to-career initiative.

Another critical transition occurred in 2016 when the City of Dayton made important history. Dayton voters passed a 0.25% income tax increase to support critical city services and to offer 1 year of affordable, quality Preschool to all Dayton families with a 4-year-old. This move institutionalized Preschool Promise in Dayton and provides sustained funding.

Dayton made this bold leap after the community successfully implemented Preschool Promise demonstration programs first in the suburb of Kettering, and then in Kettering and Northwest Dayton in the 2016-17 school year. These pilot efforts were made possible by multiple public and private funders, with the Montgomery County Commission at the forefront.

Because of the overwhelming support of Dayton voters - 56% voted "yes" for Issue 9 - Preschool Promise was expanded to all of Dayton beginning in the 2017-18 school year.

In 2017, Preschool Promise became a stand-alone 501(c)(3) organization, and is now led by a 5-member board of directors. It is fiscally separate from Learn to Earn Dayton, though it remains a close partner.

In all of its work, Preschool Promise is committed to fostering equity, recognizing that far too many African-American and Appalachian young children do not share the same advantages and privileges of many of their middle-class peers. In addition to promoting best practices for all young learners, Preschool Promise promotes targeting the Dayton community's resources to the highest-need young children.

Today, the Preschool Promise is committed to 3 priorities that were recommended by a community task force:

- Educate the community about the power of Preschool
- Expand the availability of high-quality Preschools
- Assist families in finding and paying for Preschool

Denver, CO

Mayor Michael Hancock

Population: 619,968

Median Household Income: \$60,098

Poverty Rate: 12.5%

Minimum Wage Increase

In 2019, Denver confronted wage inequity and cost of living affordability by raising the minimum wage for 90,000 Denverites who live and work in the city. Under the new ordinance, Denver's minimum wage will elevate to \$12.85 an hour on January 1, 2020 and will reach \$15.87 per hour by January 2022. The new minimum wage highlights one of the city's most important values: creating an economy not just where businesses can succeed, but where people can succeed – an economy that works for everyone, where everyone has access to a home, a job and a future.

NEST: Neighborhood Equity & Stabilization

Denver's Neighborhood Equity & Stabilization Team (NEST) is one of the city's innovative initiatives designed to better support residents and businesses in neighborhoods facing significant change and investment. The team works directly with residents and other neighborhood stakeholder groups to identify resources to help mitigate the threat of involuntary displacement, as well as ensure that residents benefit from Denver's prosperity and success. Through NEST's equity-focused approach, Denver is taking an even stronger role in connecting people to opportunity, while preserving the culture, character of the city's most historic neighborhoods.

Denver's Accessory Dwelling Unit Program

Through Denver's Accessory Dwelling Unit Program, homeowners earning up to 80 percent of the area median income in nine neighborhoods are eligible to apply for a loan of up to \$25,000 to cover a portion of the costs of building an Accessory Dwelling Unit (ADU) through the West Denver Single Family Plus program. The loan is essentially a grant, so long as the homeowner fulfills affordability requirements that ensure that they or the secondary tenant earn less than 80 percent of the area median income (AMI) and that either the ADU or primary house rent does not exceed the 80 percent AMI maximum rent for 25 years.

A second program, the ADU pilot program, provides moderate- and low-income qualified homeowners earning up to 120 percent of AMI, in select neighborhoods, with development, design, financing and construction resources to develop a detached ADU. New housing created through the program will be designated as affordable housing, to be occupied or rented at a rate no higher than the 80 percent AMI maximum rent. Deed restrictions will be placed on the entire property of participating households, requiring the second occupant household of either the ADU or the primary home to earn up to 80 percent of the area median income. The pilot program is expected to serve 20 households in West Denver.

Temporary Rental and Utility Assistance (TRUA) & Temporary Mortgage Assistance

Denver's Temporary Rental and Utility Assistance (TRUA) program works with community partners to provide up to six months of rental assistance and up to two payments of water and energy assistance for households earning at or below 80% of the area median income in the form of a grant, to low- and moderate-income households at risk of displacement due to economic pressures, unsafe housing conditions or a potential eviction. The funds help mitigate displacement and/or eviction, help residents stabilize their housing condition and, if necessary, provide time for locating alternative housing for longer-term stability. The funds can also assist with utility payments for those residents who are behind on water or energy payments. TRUA has served more than 2,000 households since its inception in November 2017, with 1,000 households anticipated to receive assistance in 2020.

For residents seeking assistance with mortgage, in 2019, the city established a Temporary Mortgage Assistance program that offered financial assistance to homeowners who faced hardship due to unexpected changes in their employment status – including furlough, temporary layoff or significant reduction of hours worked. The program provided households up to two months or \$5,000 maximum of help to cover mortgage payments. More than 30 households received assistance through the program, which was offered from January through July 2019.

Eviction Legal Defense Program

Struggling renters who face eviction in Denver can receive help from a legal defense program that provides free legal help, including in-court eviction representation.

The program was announced in 2018 after the City pooled money that primarily came from leftover office budgets. To qualify for the Denver Eviction Legal Defense program, a tenant must be a city resident with a household income below 30 percent of the area median income.

Colorado Legal Services, which long has aided tenants in public and subsidized housing, joined as a partner to run the program. During the pilot, a staff attorney and paralegal, along with pro bono help from other lawyers, help residents with services ranging from quick legal advice to full representation in eviction cases. The program served approximately 600 households in 2019.

Denver's Office of Financial Empowerment

The Office of Financial Empowerment works to improve residents' economic mobility by identifying and bridging gaps through collaborative efforts with internal and external partners, while developing solutions through programs, policies and best practices to help stabilize families, individuals and small businesses through services such as Bank On Denver, Financial Empowerment Centers (FEC), the Consumer Financial Protection Division (CFPD), and the Financial Empowerment Innovation Hub.

To date, The Denver Office of Financial Empowerment has:

- Served 8,192 clients, with more than 20,000 individual financial coaching sessions;
- Reduced client debt by more than \$6.2 million;
- Increased the average credit score by 49 points;
- Served more than 20,000 tax clients with a savings of more than \$35 million;
- Helped clients develop over \$2.5 million in savings;
- Established 29 loans/lines of credit over two years, for 16 low-income business owners totaling \$291,000, generating nearly \$1 million in revenue, and created 160 new jobs;
- Helped low-income families purchase 212 homes;
- And helped 38 low-income families avoid foreclosures, with a cost avoidance of \$2.1 million.



Construction Careers Pilot

In response to the unprecedented demand for skilled construction workers in Denver, in 2019, the city launched a Construction Career Pilot focused on connecting residents to employment opportunities on over \$1.1 billion of city construction projects. The team partnered with WORKNOW, a job recruitment, advancement, and support platform for Denver metro families living in neighborhoods directly affected by community construction projects. Best practices that emerged from the year-one pilot, include adding apprenticeship and targeted outreach requirements in to the contract language with contractors.

Dedicated Affordable Housing Fund

In September 2016, Denver's City Council approved the Hancock Administration's proposal to create the city's first dedicated fund for affordable housing. Utilizing property tax revenue combined with a one-time fee on new commercial and residential development, the fund was projected to raise an average of \$15 million per year. The city recently doubled the fund to \$30 million annually and is partnering with the Denver Housing Authority to produce a \$130 million surge in upfront funding, through bonding, to help create, preserve or acquire land for more than 6,000 units over the next five years. The doubling in funding was supported, in part, through an increased sales tax rate for recreational marijuana.

Doral, FL

Mayor Juan Carlos Bermudez

Population: 70,420

Median Income: \$76,184

Poverty Rate: 12.8%

StartUp Doral

StartUp Doral is a monthly business venture orientation workshop designed to provide practical information to start-ups and entrepreneurs about the process of starting a new business in Doral, and becoming a vendor with the city. The workshops feature presentations by senior city staff as well as guidance from business experts from the Doral Chamber of Commerce. The division works with organizations like the SBA, SBDC @ FIU, Miami-Dade County, The Beacon Council, Enterprise Florida, the US Department of Commerce, the Florida Foreign Trade Association, and Prospera to reach businesses, educate entrepreneurs, and empower the next generation of savvy business creators.

Facade Improvement Grant Program

Doral's Façade Improvement Grant Program facilitates redevelopment by reimbursing up to 50% of the costs, up to \$10,000 per property, for facade improvements. The program is available for the renovation of all business structures, commercial properties and publicly visible HOA entry features within the City of Doral. Highly visible buildings along major roads and properties within the Doral Décor District are typically prioritized. Grant applications are accepted by the City Clerk during advertised grant application cycles and reviewed by an Evaluation Committee whose recommendations will be brought to the City Council meeting for approval.

Youth Programs: Florida International University - Assistance to Public Schools

The City's PTSA/PTA Grant Program is a way to assist Doral schools to realize and implement key programs that help their students succeed in their education. Each school applies for \$6,000 in grant funds each school year to support educational programming in a variety of categories. The City also provides \$1,500 per school for the purchase of basic school supplies to be distributed to Doral public schools. In 2019, twelve schools received the grant and school supplies, totaling nearly \$100,000 in budgeted funds.

The City of Doral also provides paid internship opportunities through its relationship with Florida International University. Additionally, the City provides a free trolley service to the University, which is outside of the City's borders, to facilitate higher education for Doral residents.

Doral's Code Explorer's Camp

The City of Doral offers a wide variety of summer enrichment programs. The Code Explorers Camp inspires young minds to learn about programming and gain practical knowledge in robotics, Internet of Things, Virtual Reality, modeling and manufacturing.

The City also offers Soccer Camp, Dance Camp and more through Camp Unbeatables, a multi-sports and multi-function camp program where children engage in indoor and outdoor recreational activities and receive a unique Life Skills Training Program created by life coaches, family therapists, and certified teachers.



Houston, TX

Mayor Sylvester Turner

Population: 2,313,000

Median Household Income: \$63,000

Poverty Rate: 21.2%

City of Houston's Office of Business Opportunity

The City of Houston Office of Business Opportunity (OBO) is committed to cultivating a competitive and diverse economic environment in the City of Houston by promoting the success of small businesses and developing Houston's workforce, with special emphasis on historically underutilized businesses and disenfranchised individuals. As one of its primary functions, OBO certifies Minority, Women, and Persons with Disabilities Business Enterprises, Small Business Enterprises, and Disadvantaged Business Enterprises (MWPDBE, SBE and DBE).

Build Up Houston

Build Up Houston is a comprehensive, seven month program designed to increase the capacity and success of small businesses in the construction service industry with doing business in the City of Houston. Build Up Houston combines the best of classroom learning with real-world case studies, including the one most important to participants: their own businesses. The program brings together construction industry experts, business peers, and instructors to provide insights and business strategies for participants of the program. It's an interactive format, where participants receive the tools, resources, and confidence to take the next step in their careers. Build Up Houston runs from September through April each year. During that time, participants can expect to learn about:

- Business Development Strategies
- Strategic Planning
- Estimating and Bidding
- Finance and Financial Management
- Bonding and Insurance
- Marketing and Sales
- Human Resources
- Accessing Capital
- Government Contracts
- Project Management

Houston Office of Business Opportunity Solutions Center

The Office of Business Opportunity Solutions Center (OBOSC) is a resource center for established and aspiring entrepreneurs that provides information on city, county, state and federal regulations affecting the operation of Houston area businesses. In addition, OBOSC provides no-cost programs and services that will help small business owners thrive in today's competitive business environment.

OBOSC works closely with the University of Houston Small Business Development Center, the U.S. Small Business Administration, the Harris County Clerk, the Texas State Comptroller, the Minority Business Enterprise Center and other agencies. OBOSC's extensive referral network includes area professional and trade organizations, business incubators, as well as educational institutions.

No Cost Services include:

- Experienced on-site staff members are available to provide information on permits, licenses, and fee schedules
- One-on-one business counseling with SCORE Business Advisors
- Information on MWSBE Certification
- References to resources and business planning materials

The OBOSC is committed to promoting business development in the Houston region.

The OBOSC serves as a clearinghouse for entrepreneurs, provides business development, networking opportunities, and access to various contracting opportunities, collaborates with partners such as banks, educational institutions, local chambers, government agencies, and trade organizations as well as provide business assessment and one-on-one coaching services.



Turnaround Houston: Re-entry, Justice, and Inclusion

In early 2016, the City of Houston launched Turnaround Houston, a series of resource fairs to address Houstonians' employment barriers with an emphasis on re-entry (previously incarcerated) individuals. Turnaround Houston events offer Houstonians access to job training, resume writing, tattoo removal, social service agencies, educational institutions, counseling and intervention to assist with employment. A key Turnaround Houston partner is the Gulf Coast Workforce Board - Workforce Solutions, which contributes hiring incentives to employers and training to participants. A recent successful component of this initiative is the Turnaround Entrepreneurship Program, which was designed to help previously incarcerated individuals launch their businesses.

This program targeted previously incarcerated members of the Acres Homes community, one of Houston's most under-resourced neighborhoods. The participants were very grateful for the opportunity, and they launched a number of interesting businesses, including a non-profit named "Ladies of No Excuses," which is designed to help women reach their full-potential, mentally, physically, and economically, with an emphasis on women who have been previously incarcerated. In 2018, The Conference of Mayors' DollarWise Campaign provided the Turnaround Entrepreneurship Program with an Innovation grant to help build the program.

Professional/Leadership Training for Underserved Youth

Houston's Office of Business Opportunity (OBO) has partnered with Home Builders Institute (HBI) to design the HBI Acres Homes program. This program was carefully designed to serve young men and women (age 18-24) in the Acres Homes community, one of Houston's most underserved communities and "Complete Communities" neighborhoods. This program was made possible by a grant from Norbord, a global wood-panel manufacturing company, which will be leveraged to provide nearly 2 years of programming. The program is free for participating students and includes introductory construction skills, exposure to the industry, mentorship, financial literacy, and professional skills development. The underlying aim is to support alternative and vocational training and career paths, recognizing that different people have different skillsets that can help them pursue economic opportunities.

Recently, OBO has implemented a strong entrepreneurship component to this program, recognizing that the students can leverage their construction skills to create their own businesses. Leveraging partners such as SCORE and the OBO Solutions Center and Certification Divisions, students are now exposed to business design and implementation, marketing, MWBE certification with the City, and the professional skills needed to operate and develop a business.

Lauderdale Lakes, FL

Mayor Hazelle P. Rogers

Population: 36,069

Median Household Income: \$37,633

In January 2019, The City of Lauderdale Lakes launched the Business Assistance Program. The primary goal of the program is to assist entrepreneurs interested in starting or growing their businesses to obtain specialized counseling and financial service resources. The Program offers a two-track path that includes technical assistance (Track 1) and financial services (Track 2). This program includes strategic alliances with key organizations to provide technical assistance to prospective and existing business owners in their different stages of growth. Core services include: one-on-one counseling, business workshops/forums and financial assistance.

Target audiences for the program fall under two categories:

1. The first category consists of entrepreneurs with proven experience in the area of interest and who want to establish physical operations in the City of Lauderdale Lakes. In this category, there are approximately 945 self-employed individuals - representing about 6.2% of the population in Lauderdale Lakes.
2. The second category consists of established small businesses in the commercial district or home-based. There are approximately 1,240 businesses in the City, of which, 49% are small businesses that serve as the target audience for this program.

The Business Assistance Program is geared toward prospective and existing business owners who want to expand their operations, export their products, diversify their product base, or are looking to implement an innovative business model. The primary goal is to help participants in the process of expansion and create awareness of all the resources available through the partnerships established with the U.S. Department of Commerce, Minority Business Development Agency – Export Center and Urban League of Broward County.

Summer Youth Employment

The City of Lauderdale Lakes continues to participate in the Summer Youth Employment Program through Career Source Broward. The key purpose of the Summer Youth Employment Program is to provide youth between the ages of 16 and 18 with a 9-week summer learning experience with lessons

about how to obtain a job, how to keep a job, and how to turn any job into an investment of time and effort for the future. Summer Youth Employment Program participants learn how to: prepare a resume, dress for success, business etiquette, civic engagement, how to value their time commitments to a job, and how to make the most of their transferable skills from any such opportunity. Participants work in clerical, recreation assistant, financial services assistant and maintenance worker roles. The youth are left with a wealth of knowledge of working for a municipal entity as well as how to conduct themselves in a professional work environment.

Professional/Leadership Training for Underserved Youth

Lauderdale Lakes continues to partner with organizations such as Opportunity Knocks for Aspiring Youth (OKAY) Institute which is a nonprofit organization that provides group mentoring and empowering programs for youth. Students participate in life skills and college and career readiness workshops through this organization. The OKAY Institute provides these opportunities year-round.

The City also partners with Opportunities Industrialization Centers (OIC) of South Florida, a community-based workforce development, education and training organization that prepares individuals for employment, during the summer months, by reducing barriers and providing comprehensive vocational skills training. Aside from skills training, the program also offers various intervention strategies that support positive youth development and strengthen families overall. OIC prepares youth participants to lead responsible & productive lives through holistic, high-quality and comprehensive life skills development. The program also offers fundamental education, superior skills-based training, and employment readiness services.



Louisville, KY

Mayor Greg Fischer

(For Jefferson County, KY)

Population: 770,517

Median Household Income (2014-2018 composite): \$54,357

Poverty Rate: 15.4%

Bank On Louisville

Bank On Louisville (BOL) is an engine that collaboratively strengthens Louisville's economic well-being through improved access to mainstream financial education and services, with an emphasis on the low-to-moderate income population of the city. BOL has a bold vision that all people in the community have the knowledge, tools and opportunities to attain financial stability.

BOL primarily focuses efforts to support mainstream banking opportunities, financial education and empowerment activities, and building capacity of partners to integrate financial empowerment into service delivery.

Since its inception in 2010, and through a network of more than 18 financial institution partners, Bank On Louisville has helped connect residents to more than 33,000 safe and affordable bank accounts. More than 25,000 residents have participated in financial education opportunities made available through the Financial Empowerment Provider Network of BOL. More than 130 community organizations and over 800 unduplicated service providers have participated in financial empowerment training and capacity building. BOL financial education focuses on the use of three curricula, or BOL signature products. These include: Start Fresh!, Start Smart!, and Credit As An Asset.

BOL's programmatic goals for the future include focusing efforts on specific issues within the community, by launching a direct deposit campaign, promoting employer-sponsored financial empowerment opportunities; and addressing predatory lending.

Volunteer Income Tax Assistance

Louisville's Volunteer Income Tax Assistance (VITA) program is a collaborative effort between the Louisville Asset Building Coalition (LABC) and additional community partners. Louisville's VITA program provides free federal and state tax preparation, and also links clients to partners that help them meet additional financial needs. Tax time is seen as an important first touchpoint for additional financial empowerment and asset-building efforts.

LABC partners very closely with Louisville Metro Government, and physically works within Louisville's Office for Financial Empowerment. The organization's focus remains on residents claiming the Earned Income Tax Credit (EITC). The strengthened partnership with Louisville Metro Government allows the VITA program to better reach EITC recipients and other low-to-moderate income households. The tax sites are located in Louisville's most underserved and underrepresented neighborhoods. For example, 90% of Jefferson County zip codes, with median household income at or below \$50,000, have a VITA tax site located within a one-mile radius.

Key VITA Figures between January 23rd – April 15th, 2019:

- Total tax refunds secured: \$12,822,463
- Total EITC amount: \$3,627,697
- Total filers served: 7,796
- Total number of VITA volunteers: 114.

One approach that has helped the VITA program's overall efficiency has been a new process that has allowed some participants to drop-off their tax documents at VITA locations. Once dropped off, tax returns can be placed into a queue where they can be processed by volunteers, and the client doesn't have to wait onsite for their tax returns to be processed.

This idea was primarily developed to address an overall scarcity of available volunteers. Because tax returns can be prepared at any time during the week, volunteers do not have to be onsite during set hours. This also allows for greater efficiency, because groups of volunteers are not impacted by appointment no-shows. The program plans to expand this process in the future.

Evolve502: Louisville Promise

The city, in partnership with the community, launched a new organization to lead the cradle to career work and it is under the name: Evolve502: Louisville's Promise from Cradle to Career. Evolve502 will be providing scholarships for college, and is committed to helping thousands of Jefferson County Public School graduates pursue a college education.

The program helps to ensure that every child in Louisville is prepared for college and ultimately a successful future career. Louisville Promise works to remove and mitigate the systemic barriers of poverty that keep young people from going to college. The goal of Louisville Promise is to develop the educated and skilled workforce that Louisville needs to remain competitive in a 21st century economy.

Evolve502 will provide:

1. A scholarship available to every Jefferson County Public School graduate that makes at least a two-year college degree affordable and achievable.
2. An unprecedented coalition of community, government and education organizations who will work together in new and innovative ways to deliver services that students need. The scholarship committee will make final determinations based on the fundraising totals and other factors. But the goal is to be a “last-dollar” scholarship that will, at least, pay any remaining tuition and fees after the student applies for and receives any federal or state grants, or scholarships.

For more information on the program go to:
www.louisvillepromise.org

SummerWorks for Louisville Youth

Louisville’s SummerWorks program provides jobs and career pathways for young people age 16-21. In 2019, SummerWorks staff directly placed more than 800 teens and young adults in jobs, and 6,200 youth overall were employed by the program’s partner employers. In 2019, many employers hired youth through the program for the first time, including BrightSpring Health Services, FFO Homes, Heine Brothers Coffee, Messer Construction, OneWest Louisville and VisionWorks. One program participant, age 17, who attends Butler Traditional, worked at the Shawnee Boys & Girls Club last summer, and helped supervise young children. She says the experience convinced her to pursue a teaching career.

“I didn’t know what I wanted to do before I started SummerWorks and then when I started working with kids, I realized that I really love this and want to teach them,” she said. “I read to the kids, and learned to be patient with them. It was a super experience.”

The SummerWorks program operates in partnership with the new Academies of Louisville high school initiative, developed by the Jefferson County public Schools - at 15 high schools (reference to Academies of Louisville). In the summer of 2019, approximately 200 Academy students were placed in jobs that link to their education in areas including technology, healthcare, manufacturing and business services. For many participants, their summer job has led to fulltime employment at companies such as GE Appliances, Humana, Kentucky Kingdom, Norton Healthcare, Thorntons and UPS. Additional



businesses that participate in SummerWorks include 4th Street Live, GlowTouch Technologies, Hilliard Lyons, Kindred Healthcare, Kroger, Louisville Zoo, Omni Hotel, Parallon and Speedway.

SummerWorks also creates job experiences that build entrepreneurial skills for young people by providing micro grants to five organizations: Americana Community Center, Food Literacy Project at Oxmoor Farm, TECH-nique, Inc., YMCA and Youth, Ethics & Skills Center, Inc. The grants fund work experiences ranging from providing tech skills to young women to developing a summer meals program for lower income children. Mayor Fischer launched SummerWorks immediately after taking office in 2011, in response to the elimination of federal funding for summer jobs. That first year, 200 young people were provided with employment opportunities.

According to a study by the Kentucky Center for Education and Workforce Statistics, SummerWorks youth are more likely to stay in the workforce and pursue postsecondary education. SummerWorks is overseen by KentuckianaWorks, the workforce development agency for the Louisville area, in partnership with Louisville YouthBuild, which adds expertise in working with at-risk youth and provides mentoring and job-coaching. The goal is to provide even stronger long-term outcomes for young people involved in the program.

Mesa, AZ

Mayor John Giles

Population: 508,979

Median Household Income: \$58,000

Poverty Rate: 15.8 %

Police Department Relations with the Homeless

Mesa's Community Court program is designed to break the jail cycle many homeless people in our community experience. For example, a homeless person may be cited for a low-level offense like loitering or public alcohol consumption and receive a ticket and a court date. With no means of transportation or ability to pay the fine, court dates are missed, and fines go unpaid. These additional infractions lead to a warrant and the next time they have an interaction with law enforcement, they spend time in jail. The root of their homelessness is never addressed and the cycle repeats.

Like all large cities, Mesa, with a population of more than 500,000, has a homeless population centered around its downtown, close to transit, parks and at our libraries. According to the Homeless Information Management System, there are approximately 3,100 homeless living in Mesa today. In Maricopa County the percentage of unsheltered homeless has risen 149% since 2014. As such, homelessness is becoming more visible and continues to be a community concern that Mesa is addressing.

Community Court works across disciplines, jurisdictions and organizations to focus on the individual because everyone has their own story and particular issues that has led them to becoming homeless. Mesa took the Veterans Court model of addressing the underlying root cause of the issue, which could range from mental illness and substance abuse to job loss and lack of family support. Mesa then applied the cross jurisdictional approach to providing services to the defendants from its homeless community.

Not only does Community Court save the city money, it is also changing lives. So far, 575 people have entered Community Court, and 65 have graduated. Those 65 people accounted for 3,400 police contacts and 1,300 arrests in the history of our records management system. They accounted for more than 200 arrests in 2018 alone. Since graduating over the

last 7 months, they have accounted for just three arrests. Patrol Officers are now spending less time on these 65 individuals freeing them to help others. This has also led to the Public Defender's Office having 1,000 less cases to assign to public defenders than the previous year and allowing the Prosecutor's Office to adjudicate more serious crimes faster.

In addition, Community Court has spurred new internal policies at the Police Department. The Department officers now receive the same 'credit' for proactive work in the community as they do for the more traditional enforcement methods. In addition, the paperwork officers are required to complete is less cumbersome than traditional enforcement methods. As such - saddled with information about how to connect homeless to services, Mesa's officers are pursuing the proactive assistance needs first. Feedback from officers has been positive. Some say that they became police officers to help people, so they really appreciate the new approach. In addition, they prefer being able to try to fix an ongoing issue, rather than ticketing someone and only having the same community complaint and enforcement the week following. What might be considered a minor change in police policy, has gained huge dividends thus far for the Mesa Police Department. And, this new model may be applied by any community.

Mesa K-Ready

Mayor Giles launched an effort to create an early learning and enrichment program available citywide to low-moderate income families. The Mesa K-Ready program is a community partnership of:

- Mesa Public Schools (academic partner)
- City of Mesa departments including Parks, Recreation and Community Facilities; Library; and Arts and Culture (social-emotional partner)
- Mesa United Way (human services connection partner)



Funding came from CDBG, the city general fund and philanthropic sources. With the first full year completed, the program has served more than 200 children and families.

Mesa K-Ready is free and includes a tablet on loan to the family loaded with Miss Humblebee's Academy early learning program, enrichment activities at City facilities, one-on-one work with mentors and access to services like food boxes and utility assistance.

Since the program's inception, verbal tests have improved from 22% to 64% of participants reaching core competency. For math, scores went from 16.1% to 49.5%. Motor skills improved from 9.5% to 46.5%. And social and behavioral skills improved from 59.5% to 73.3%. Mesa K-Ready is now heading into its second year and is being included as part of the education continuum in Mesa.



New York, NY

Mayor Bill de Blasio

Population: 8,623,000

Median Household Income: \$70,783

Poverty Rate: 19%

CUNY Accelerated Study in Associate Programs

CUNY's Accelerated Study in Associate Programs (ASAP) helps students earn associate degrees within three years by providing a range of financial, academic, and personal supports including comprehensive and personalized advisement, career counseling, tutoring, waivers for tuition and mandatory fees, MTA MetroCards, and additional financial assistance to defray the cost of textbooks.

ASAP also offers special class scheduling options to ensure that ASAP students receive the classes they need, are in classes with other ASAP students, and attend classes in convenient blocks of time to accommodate their work schedules. As students approach graduation, they receive special supports to help them transfer to 4-year colleges or transition into the workforce, depending on their goals.

ASAP, which launched in 2007, was expanded to 25,000 students in the fall of 2018. There is empirical evidence to suggest that ASAP has made a significant impact. A randomized control trial evaluation conducted by the social policy research firm MDRC showed that the program doubles graduation rates for participating students. Its current cross-cohort three-year graduation rate is 53 percent, compared to 23 percent for comparison group students.

The ASAP model has been adopted outside of New York City. Three community colleges in Ohio that adopted the model reported in December 2018 that their programs' graduation rates had more than doubled. The mayor of Nashville announced earlier this year that his city will also be implementing a program modeled on ASAP.

Affordable Housing

In 2014, Mayor Bill de Blasio announced that the City planned to build or preserve 200,000 units of affordable housing by 2024, which would be the largest municipal affordable housing program in the country. The City then announced in October 2017, that it would achieve that goal two years ahead of schedule, and the mayor set a new goal of building or preserving 300,000 affordable housing units by 2026.

The affordable housing program designates affordable rent-stabilized apartments for low- and moderate-income households. There are different designated income limits for households based on size, ranging from \$0-22,410 for the lowest income band for a 1-person household to \$148,561-\$204,270 for the highest income band for a 6-person household.

NYC Pre-K

New York City offers free, high-quality pre-K to every 4-year-old resident. In the fall of 2019, approximately 70,000 students were enrolled in pre-K. In January 2019, the New York Times reported that about 94 percent of the City's pre-K programs met or exceeded a threshold that predicts positive student outcomes after pre-K, based on the Early Childhood Environment Rating Scale, a national evaluation system. That was an increase over 2015, when 77% of programs met the standard.

The City also has a 3-K-for-all program, with free, full-day high-quality 3-K, building on the success of pre-K for all. The program served 5,000 students at 187 sites in four boroughs in 2018, a sharp increase from the 1,500 at 47 sites a year earlier. The City plans to expand enrollment to 20,000 in the 2019-2020 school year. Funding and capacity building will always be significant challenges, but the goal is eventually reaching universal 3-K.

There were large obstacles to establishing universal pre-K, including identifying sufficient classroom space across the city, and reaching parents with the news of this new educational opportunity. The city expended considerable energy in finding the necessary space and doing parent outreach. The outreach program was extensive, and included city workers and volunteers visiting community centers, laundromats, and nail salons to spread the word.

Orlando, FL

Mayor Buddy Dyer

Population: 291,800

Median Household Income: \$52,237

Poverty Rate: 15%

Promotion of Business Ownership and Growth

The Minority/Women Entrepreneur Business Assistance (MEBA) program is a financial assistance initiative that was established to retain existing and attract new minority/women-owned businesses to the Parramore neighborhood. To qualify for the MEBA program, each applicant must own a for-profit, new or expanding small business (retail and services) as defined by the U.S. Small Business Administration, and be located within the target area. Award amounts vary per client, up to a maximum \$40,000, and include assistance for business retention/relocation expenses, purchase of capital equipment, marketing of business and services and business start-up expenses. In addition, the City's Minority & Women Business Enterprise (M/WBE) program increases the opportunity for minority and women-owned firms to participate in city procurement and ensure equal contracting opportunities for M/WBE. During fiscal year 2016, the City awarded 22% of the overall project dollars to M/WBE subcontractors.

Homelessness Rehabilitation and Professional Training

Reducing chronic homelessness is one of Orlando's top priorities. The City of Orlando participates in a region-wide initiative working toward this goal. The Mayor's Housing First Initiative develops best-practice-oriented public policy and guides the city's participation in ongoing regional planning activities. This involves coordinating the efforts of various city agencies, including the Downtown Development Board, Housing and Community Development department, Economic Development department, the Office of Community Affairs and Human Relations, and the Orlando Police Department, among others. The City of Orlando works to implement a comprehensive plan alongside Orange County, the federal government, the Homeless Services Network of Central Florida, the Central Florida Commission on Homelessness, the private sector, the philanthropic community and local service providers.

At the crux of the plan is the "housing first" strategy, which breaks the cycle of homelessness by providing permanent housing with an array of tailored supportive services. It is the national model for successfully housing the most vulnerable and difficult to house individuals. In late 2014, Mayor Dyer pledged to move 300 chronically homeless individuals, including veterans, into permanent, supportive housing by 2017. In early 2017, the City announced that the goal had been exceeded, with 385 chronically homeless individuals moved into permanent housing. The effort has been recognized by the White House, the Veterans Administration and the U.S. Interagency Council on Homelessness as having effectively ended chronic veteran homelessness.

Orange Blossom Family Health reported in September 2018 that the results of city investment in the Housing First program included housing 216 people, with 98% housing retention. Investment included \$200,000 in "Barrier Buster" funding for furniture, utilities, household items, and transportation.

Homeownership Assistance

Homeowners assistance is available in Orlando through several avenues: The Down Payment Assistance Program helps qualified home buyers with down payment and closing costs. The house must be within the city limits and the amount of funding offered is based on the household income. Application requirements include an educational seminar from a housing counseling agency, and mortgage pre-qualification from a certified lender. Rehabilitation for single-family, owner-occupied homes is available to eliminate existing life, safety, health and code violations. To be eligible to participate in this program, homeowners must have owned and lived in the home for a minimum of one year and meet income guidelines.

Households with special needs can obtain home repair assistance, with first priority for persons with developmental disabilities seeking home modifications, including technological enhancements and devices, which will allow them to remain independent in their own homes and maintain their homeownership. Multi-family rental assistance is available to investors/owners for the rehabilitation of residential properties to increase the availability of affordable,

decent, safe and sanitary rental units for very-low, low and moderate-income residents. Assistance may be provided in the form of a low-interest or deferred loan for a portion of the cost of rehabilitation. Tenants of assisted units must be income-qualified by the City.

Rent restrictions apply for specific periods of time, depending upon the amount of assistance provided per unit (minimum of five years and up to 20 years for new construction). Finally, qualified general contractors who are interested in bidding on single-family home rehabilitation and construction projects must attend a contractor registration meeting and submit the current contractor application form to the Housing and Community Development Department. Minority, women-owned and small contracting firms are encouraged to participate in this program. With the understanding that increasing the number of homeowners can have significant impacts in our Parramore neighborhood -- improving the economic stability and health of residents as well as create a sense of pride and increase engagement within the community.

Orlando's Hispanic Office for Local Assistance

The City of Orlando's Hispanic Office for Local Assistance (HOLA) celebrates its 15th anniversary in 2019. The office was created in 2004 by Mayor Dyer to offer a multicultural outreach center where families, residents and businesses identify local resources and access to public services - such as housing, education, jobs, healthcare services, and more. Currently, HOLA has served more than 145,000 individuals and collaborated with more than 300 community partners.

On a larger scale, Orlando has participated in national inclusiveness and non-political campaigns, such as "Everyone Matters," in which more than 50 Mayors, 100 cities and 150+ schools across the United States participate to deliver a message of inclusion and affirm that everyone contributes to the vibrancy of all cities and the nation. Orlando's commitment to inclusion was on display in the aftermath of Hurricane Maria, which devastated Puerto Rico in 2017. In a matter of months, an estimated 300,000 Puerto Rican evacuees arrived and chose to live in Florida, with the majority concentrated in Orlando and Miami. The City, social agencies and nonprofits responded with a one-stop referral service booth at Orlando International Airport to help newcomers find affordable housing, fill out the correct forms, and navigate unfamiliar locations.

The Parramore Kidz Zone (PKZ)

The Parramore Kidz Zone (PKZ), was created in 2006 and modeled after the Harlem Children's Zone in New York City. PKZ is Orlando's effort to provide wraparound services for children in the Parramore neighborhood, which is one of Orlando's most underserved and underrepresented. The aim is to reduce juvenile crime, teen pregnancy, and high school dropout rates, and to ultimately replicate this effort in additional Orlando neighborhoods. PKZ is an investment in quality, early childhood education, after school programming, efforts that build family economic success, youth development programming for teenagers, access to health care, mentoring, tutoring, college access assistance, and more. From PKZ's inception in 2006 to 2015, program evaluators had documented a 61% decline in juvenile arrests, a 56% decline in teen pregnancies, and a 38% decline in child abuse cases in the neighborhood. There were also across-the-board increases in the percentage of Parramore elementary, middle and high school students performing at grade level in math and reading.

Today, more than 70 PKZ youth are in college – all of them the first generation in their families to attend.

For the past three years, every high school senior involved with PKZ has graduated from high school on time and enrolled in college or trade school, or enlisted in the military. In 2017, PKZ earned the Powell Legacy Award from America's Promise Alliance for its work. In 2018, the City announced that these successful strategies would be expanded to the Holden Heights neighborhood, as Parramore Kidz Zone at Kaley Square. (<http://kaleysquare.org/programs/parramore-kidz-zone>)

PKZ includes specific advantages for those participating in the City's youth employment program. Employees are able to open Individual Development Accounts, where every dollar they deposit from their paychecks is matched with two dollars from donors. The money is used to cover their post-secondary education expenses.

PKZ also cultivates small business development and management skills via Black Bee Honey -- a startup run by local youth that sells six types of locally-sourced honey at the Parramore Farmers' Market and online (<https://www.blackbeehoneyhq.com/Our-Team>). Black Bee Honey employees jar and label the honey at the Dr. J.B. Callahan Neighborhood Center in Parramore, a facility approved by the Florida Department of Agriculture and Consumer Services.

Providence, RI

Mayor Jorge Elorza

Population: 180,393

Median Household Income: \$37,366

Poverty Rate: 28.2%

PVD Self Employment Program

In January 2018, the City of Providence announced the PVD Self-Employment Program, a partnership between the Office of Economic Opportunity, the Division of Community Development and the Center for Women & Enterprise. The program provides unemployed and under-employed Providence residents with the training and support necessary to successfully start their own businesses in the City of Providence. The program provides training and educational opportunities to unemployed and under-employed Providence residents in financial literacy, practical business skills, access to capital, and the connection to quality business mentorship required to start and grow small businesses. The city focuses its outreach on unemployed and underemployed residents, low-income communities, and communities of color throughout all neighborhoods in the City of Providence. The majority of participants are low-income Providence residents. Outreach strategies include coordinating with the public workforce system to identify unemployed residents who are engaged in employment counseling services who may be good candidates for an entrepreneurship program.

The Center for Women and Enterprise

The Center for Women and Enterprise (CWE) provides opportunities for women entrepreneurs and women in business to increase professional success, personal growth, and financial independence. The program provides opportunities for clients to grow their vision, learn new skills and join a community of peers who inform and inspire them as they enter the world of business. Since its inception in 2002, the program's dedicated staff and volunteers have provided a combination of practical training and personal mentorship through high impact programming.

The Center for Women & Enterprise operates Women's Business Centers (WBCs) in partnership with the U.S. Small Business Administration (SBA). These Centers are designed to assist women in starting and growing small businesses. The program offers comprehensive training, resources, counseling and connections to women. As New England's leading organization for women entrepreneurs, CWE strives to ensure that all women, regardless of their economic status, are provided access to our programs and services.

The program offers:

- Education & Training
- Online Learning
- Financial Education & Support
- Networking Opportunities
- Consulting & Mentoring

CWE's Community Classroom brings entrepreneurship education directly into the communities that it serves, fostering small business growth by offering trainings and business resources in areas where aspiring and established entrepreneurs need it most. The program ensures that women (and men) have a place to go to get the critical skills, quality training, technical assistance and confidence they need to start and grow a viable business.

One Providence for Youth

One Providence for Youth Program unifies government, business leaders, youth, educators and community partners to collectively address the complexities of youth unemployment and, more importantly, achieve a tangible impact in the lives of youth and young adults in the City of Providence. In addition to the economic benefits of having a wage-earning job, youth gain valuable work experience, problem-solving and life skills and access to professional networks and mentoring.

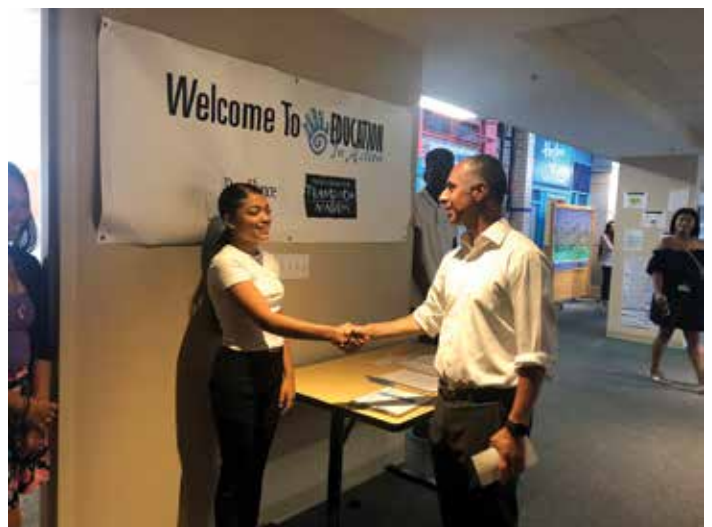
One Providence for Youth was piloted as a summer jobs program for youth and young adults in 2017. In 2018, it grew to include advanced internship opportunities beginning in summer 2018 and continuing through the academic year. Through a series of progressive project-based and work-based programs, youth and young adults ages 14-24 engage in opportunities for personal growth and career exploration, work readiness training and coaching support, paid work and leadership activities, acquiring 21st Century Skills, and pursuing their interests to develop career pathways. One Providence for Youth is one dynamic solution to addressing the tremendous barriers many of the city's youth face and help allow youth to successfully transition to civically engaged adults through a more streamlined connection to summer jobs, supportive services, and youth supporting organizations.



In the summer of 2019, 848 youth and young adults were placed into service learning projects and work experiences at one of Providence's 23 program partners. In 2019, 936 youth were served. Over 30% of the students in the program came from zip codes with the highest unemployment in the state. The program had a 77% completion rate, with each youth on average, making \$907 over the summer.

87% of the youth participating in One Providence for Youth are youth of color. Providence promotes the opportunities through the Providence Public School District, community-based organizations, public libraries, the City's youth center, and additional recreation centers.

For more information on One Providence for Youth, go to the link here: jobs.providenceri.gov/summer



Richmond, VA

Mayor Levar Stoney

Population: 227,032

Median Household Income: \$46,261

Poverty Rate: 24.4%

Richmond Eviction Diversion Program

In January 2019, Mayor Levar Stoney announced a pilot partnership with the Central Virginia Legal Aid Society and Housing Opportunities Made Equal of Virginia, to create the Richmond Eviction Diversion Program. This program is designed to help renters stay in their homes and avoid eviction by paying back past due rental payments over a four-month period. The program is designed to help 500 people during the first year and will target low-income residents.

Key components of the program include:

1. Use of pro-bono attorneys as in-court mediators to negotiate agreements between tenants and landlords;
2. Financial assistance for tenants who meet program qualifications;
3. A payment plan to ensure rent that is due is paid on time;
4. Financial literacy education for tenants; and
5. Tenant referrals to supportive services provided by Richmond's Department of Social Services and community partners.

Mayor's Youth Academy

Launched in 2010, the Mayor's Youth Academy (MYA) is designed to develop Richmond's future leaders and workforce. Part of the Office of Community Wealth Building, the Mayor's Youth Academy currently serves Richmond youth (age 14-24) through comprehensive and carefully tailored programming. It is the mission of the Mayor's Youth Academy to provide development opportunities to youth throughout the city of Richmond which include: job readiness training, leadership development, exposure to entrepreneurship, mentoring, and post-secondary career exploration. Richmond's goal is to develop its future workforce into determined, successful leaders in the community.

MYA participants have the opportunity to serve on Richmond's Youth Council, serve on Richmond's youth court for juvenile offenders with minor infractions, and participate in the Richmond's Junior Founders Club, which provides youth participants with entrepreneurial training.

Virginia Reentry Program and Human Services

To meet the challenge of prisoner reentry, Virginia has developed a comprehensive integrated system for coordinating the planning and provision of offender transitional and reentry services among state, local, civic, nonprofit and faith-based agencies and organizations. Richmond's Office of Community Wealth Building (OCWB) has a strong partnership with Bridging The Gap In Virginia. – Bridging The Gap is a leader as a premier Virginia 501(c)3 nonprofit organization committed to providing a bridge to success to those individuals struggling with addiction, incarceration, chronic homelessness and lack of employment skills. The OCWB, Richmond Justice Center, and Parks and Recreation partner to provide on the job career pathways training and workforce services to returning citizens.



Topeka, KS

Mayor Michelle De La Isla

Population: 126,587

Median Household Income: \$48,847

Poverty Rate: 13.7%

Shelter Plus Care

Shelter Plus Care provides rental assistance subsidies to people who are homeless with a disability.

Shelter Plus Care is a program designed to provide rental assistance to homeless persons with disabilities, primarily those with severe and persistent mental illness, chronic problems with alcohol and/or drugs, or diagnosed with AIDS or related diseases. Participants may choose their residence from units where the landlord agrees to accept the established housing subsidy and abide by the Shelter Plus Care program guidelines. This rental assistance provides the ongoing financial support needed to maintain the chosen residence, as the participant works toward establishing greater financial stability and self-sufficiency. The Shelter Plus Care Program is made possible through federal funding from the Department of Housing and Urban Development (HUD).

Individuals and families pay approximately 30% of their monthly-adjusted income toward their rent. Shelter Plus Care participants must have a need for and agree to participate in supportive services to remain on the program. The intensity of participation in supportive services vary according to the needs of the participants; however, the participant must meet with their primary service provider at least once per month. Failure to participate in supportive services and lack of progress toward establishing self-sufficiency may result in the participant being terminated from the program.

The city currently has a grant for 184 vouchers to use during the year. The City has MOU's with agencies in Topeka such as, Veteran's Administration, Valeo Behavioral Health Care, Positive Connections, Valeo Recovery Services etc. Despite being funded for 184 vouchers per month, with cost savings, the City has been able to provide approximately 235 vouchers per month to its target audience. The program works with many homeless individuals who are chronically homeless and the goal is to help them obtain and sustain housing for 6 months or longer. The program's average length of stay is 3.5 years.

Topeka Opportunity to Own (TOTO)

TOTO (Topeka Opportunity to Own) helps Topeka residents become homeowners by providing education, financing, and home rehabilitation resources – including a home buyer counselor.

Financing for the home purchase and repair is provided by a participating lender – Capitol Federal and the City of Topeka Housing and Neighborhood Development. The lender provides the first mortgage loan. Closing costs are provided by Federal Home Loan Bank. The City provides up to \$20,000 for repair and purchase cost, or up to \$30,000 for homes purchased.

Requirements for the program:

- A \$500 down payment
- Purchase anywhere in the City of Topeka or in one of four opportunity areas
- Sales price cannot go over \$75,000
- Cannot own real estate at time of closing
- Credit readiness and approval
- Budget evaluation will determine affordability
- Attend a total of 12 hours of home buyer and maintenance training before closing

A qualified housing counselor assists each participant with:

- setting up a budget
- credit readiness
- financing options
- grant opportunities
- action plan to accomplish your goals
- affordability
- down payment
- working with a lender
- working with a realtor
- selecting a home
- offers and closings
- home maintenance



By the end of the counseling process, each participant is prepared to pursue home ownership and feel more confident about the entire home buying process. Each counseling session takes an average of 60-90 minutes and includes a home buyer education certificate at completion. This certificate is necessary to access many of the financial assistance programs.

Topeka's Way to Work program

The Topeka Way to Work (TWTW) Program offers real world work opportunities to Shawnee County sophomores, juniors, and seniors in high school. The program provides participants with the ability to rotate into multiple work opportunities in order to provide breadth to their overall experiences. Participants take on job opportunities in areas including Human Resources, Engineering, Neighborhood Services, Development Services, Topeka's Water Treatment Plant, and several additional City departments. The program also provides professional development training in the areas of Problem Solving, Hidden Rules of the Workplace, and Career Strengths Assessments. Participants work three days a week for five hours a day from 9:30 a.m. to 3:00 p.m. with a thirty-minute lunch.

West Sacramento, CA

Mayor Christopher Cabaldon

Population: 53,512

Median Household Income: \$59,586

Poverty Rate: 16.9%

Homebuyer Assistance Program

The City of West Sacramento Homebuyer Assistance Program serves West Sacramento residents, and persons who currently work full-time in West Sacramento. Qualified applicants may receive five-year forgivable loans of \$20,000 in down payment assistance for the purchase of a home located in West Sacramento. Eligibility is predicated upon applicants earning less than the Yolo County Area Median Income. This effort is made possible through a partnership with Wells Fargo's NeighborhoodLIFT Program.

West Sacramento On-Demand

West Sac On Demand by Via is a city-subsidized microtransit program that provides flat-rate shared rides via smartphone app and phone booking. This transportation program combines the low price point of traditional bus service with convenience and efficiency comparable to modern ride share services. Initial surveys have shown that lower income individuals, youth, seniors and women have all experienced significant positive quality of life impacts as a result of the program, with 66% feeling safer, 60% feeling more independent and 77% more satisfied with their transportation options. Additionally, 50% of riders report visiting more local businesses and 40% report lower monthly transportation expenses.

West Sacramento Home Run Initiative

The West Sacramento Home Run initiative is a unique and transformational “cradle-to-career” program aimed at strengthening early childhood education opportunities, driving work skills acquisition, increasing college attendance and completion, and improving workforce readiness in West Sacramento. The program is particularly aimed at low-income youth and those residing in disadvantaged communities through a series of program “bases.” West Sacramento Home Run benefits local businesses and families with children of all ages, and helps them achieve success in both their education and long-term careers.

A child reaches “First Base” in the program by enrolling in a Universal Preschool for West Sacramento (UP4WS) recognized preschool. Under UP4WS, each student will be connected to high-quality preschool education. Once a student graduates

from a UP4WS preschool and enters kindergarten within the Washington Unified School District, he or she has access to a guaranteed college savings account of \$50, with the goal of a match for a family deposit.

A child reaches “Second Base” when they become a West Sacramento high school student and secure a paid internship. The internship is typically in a relevant industry sector or job-type if they are enrolled in an integrated college and career pathway and making satisfactory progress in school. Internships are complimented by a digital badge program that allows students to gain relevant experience and connect to educational institutions and employers.

Finally, a child reaches “Third Base” when he or she graduates from high school in West Sacramento and directly enrolls full-time for up to one year in a (free) program at one of Sacramento City College’s three campuses. The City of West Sacramento Home Run Program is led by the City in partnership with the Washington Unified School District, FutureReady, Sacramento City College, and the Los Rios Community College District. The ultimate goal of the Home Run Initiative is for students to return to “home plate” in West Sacramento, so that they can work, build businesses, and raise their families.



West Springfield, MA

Mayor William Reichelt

Population: 28,391

Median Household Income: \$50,649

Poverty Rate: 13.2%

Housing Rehabilitation

Housing Rehab Several housing initiatives are available through the Town's Community Development Block Grant (CDBG), and are all targeted toward increasing economic mobility for low-moderate income (LMI) residents. The housing rehabilitation program is the Town's largest single CDBG investment, with 15 years of success in the Merrick and Memorial Neighborhood. Annually, approximately 7-10 projects are completed, with an average of 3 residents per household. Residents who are income-verified to be LMI, and live within the area are eligible for home repairs up to \$35,000 to improve accessibility, solve safety and code violations, or maintain historic structures. Removal of lead in the home is required for all projects. Residents who are awarded a housing rehabilitation loan have a lien recorded against their property for 15 years to ensure the primary resident continues to benefit from the rehab.

Housing rehabilitation is allocated by a lottery system to best increase equity among applicants, with a lottery drawn twice per year. Residents can reach out to the Office of Community Development (OCD) at any time throughout the year for an initial intake form and application. This has been incredibly successful, paired with the CDBG-funded, area-restricted sanitary code enforcement program, in solving blight within these neighborhoods.

The program is evaluated on an annual basis with the Department of Housing and Community Development, and has undergone a series of adjustments. Goals for 2019 include: conducting more comprehensive resident outreach and engagement, as well as making additional marketing and communications improvements. The OCD also funds a first-time homebuyers class, and maintains a down payment assistance program.

CARE Coalition

The West Springfield Collaborative Accountability Reaches Everyone (CARE) Coalition, is focused on preventing and reducing youth substance abuse, through the development and implementation of educational initiatives and strategies, while enlisting community support to create a culture of accountability and responsibility. The CARE Coalition serves the diverse community of West Springfield and more specifically over 4300 socioeconomically and culturally diverse youth - as indicated through student enrollment in West Springfield Public Schools. The Coalition provides educational resources surrounding all substances. Current efforts include launching carefully crafted informational campaigns, offering community forums and programs regarding youth substance use, and collecting data from diverse and numerous community sectors to inform interventions and increase effectiveness.

The CARE Coalition does not provide counselling or treatment services, but is aware of partners who can better assist with those needs including: Learn to Cope, AdCare, and The Massachusetts Substance Use Helpline, whose information, in addition to other support resources, can be found on the Coalition website: www.tows.org/care. To accurately reflect the community it serves, the CARE Coalition has sector representation from various stakeholder groups including: youth, parents, businesses, volunteer groups, youth-serving organizations, media, schools, law enforcement, religious organizations, healthcare professionals, state agencies, and substance abuse organizations. In September 2018 the Coalition received the Drug-Free Communities Grant, which provides funding for five years, with the opportunity to apply for an additional five-year extension of funding in 2023.

This funding is used to strengthen the efforts of Coalition to create long-term, sustainable change by addressing community factors that increase the risk of substance abuse and promoting the factors that minimize risk among youth, and therefore, over time, among adults as well. The Coalition is currently performing community assessments, which will inform future programming to ensure that all interventions are evidence-based and data-driven, to uniquely address the



needs of the West Springfield Community. All programs will be evaluated for effectiveness and improvements will be made as necessary, in acknowledgement that community substance use prevention needs are dynamic.

Goals for 2019 include: increasing community outreach and involvement, improved communication, prevention messaging, and consistent data-driven programming.

Year-Round Employment for Youth

West Springfield's Park and Recreation Department offers employment year-round, offering positions beginning at age 14. These positions include Soccer Referee/Timing, Basketball Referee/Book-Keeping, Baseball/Softball Umpiring, Camp Councilors, Program Directors, Park Rangers, and additional employment opportunities depending on the need for staff and the season. Typically, youth who participate in camp programs go on to become camp councilors when they are of working age.

Internships can be found throughout the City in various departments taking into consideration the time of year. All internships are project-based and work with different departments to complete tasks that are useful for the entire community. The program has worked with schools including Westfield State University, Western New England University, Elms College, UMASS Amherst, and many others. The graduation rate for West Springfield is at an all-time High at 87.6%.

Weymouth, MA

Mayor Robert Hedlund

Population: 54,116

Median Household Income: \$75,892

Poverty Rate: 6.6%

Jail Diversion Programming

The City of Weymouth has recently hired a Jail Diversion Clinician, who is also a certified Mental Health Clinician, to help serve justice-involved residents in the City of Weymouth. One of the primary roles of the Clinician is to help residents returning from incarceration take advantage of resources that will potentially prevent them from re-entering the criminal justice system. With the help of the Jail Diversion Clinician, many justice-involved residents have chosen rehabilitation as opposed to jail time.

Weymouth Youth Workforce Development Program

The Youth Workforce Development Program (YWDP) is a local initiative that coordinates job placement and skills development measures to provide working-age teens (15-19 years of age) with the experience and skills they require to be successful in the pursuit of future career goals.

YWDP works with teen participants who regularly patronize the Weymouth Teen Center. Participants are selected based on need as well as potential for personal growth. The Program consists of three complementary components designed to facilitate youth development in the following categories: (1) employment, (2) education, and (3) finances.

YWDP is intended to be an integrated and coordinated social initiative that not only equips Weymouth teens with the experience and skills desired of college students and permanent employees, but also prepares them for future success in the management of new educational and career responsibilities. While teens are developing professional job experience and work skills, they also have access to critical tools for remedial education and college preparation, not to mention financial knowledge and services for managing income and spending.

Participants are given part-time employment opportunities for 8 hours a week for 22 weeks. Teens in the Program are guided through a recruitment process where they complete job applications and prepare for formal interviews. As the students leave their positions, the Weymouth Human Resources Department instruct them on drafting professional resumes and future employment opportunities.

Participants are advised on setting goals for savings and spending; completing basic financial transactions; keeping a checking account in good standing; using credit and debit cards responsibly; as well as building credit and buying a first car. YWDP participants are invited to open their first savings account and checking account with a bank representative.

Weymouth Youth and Family Services

It is the mission of the Weymouth Youth & Family Services Division (WYFS) to provide advocacy and social services to youths and their families within the Town of Weymouth in order to promote the welfare and social growth of these members of the community. The Weymouth WYFS is home to the Weymouth Teen Center. Teen ages 11-19 have free access to computer stations, homework help, game tables, and a fitness room and video room. In the spring and summer months, teens can engage activities at the Center's enclosed court located on its grounds. Throughout the year, but especially in the summer months' teens are given the opportunity to engage beyond the center's walls as they are invited to attend a variety of free social events including a talent show, trips to regional sporting events, and amusement parks.



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