Talent 2025 Initiative:
Promising Practices Research

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Introduction - Project Scope

Fourth Economy Consulting was contracted by the Evansville Regional Business Committee to support the identification of promising practices that could be models for exploration by the Talent 2025 Initiative. The Talent 2025 Initiative has developed five workstreams around measurable goals and clear objectives, with the ultimate vision of increasing the size and capacity of the region's talent pool. The work of Fourth Economy was conducted in order to support the development of actionable strategies to advance each of these goals by demonstrating what other communities are implementing successfully around the country.

TALENT 2025 – Objectives & Goals

POPULATION GROWTH	EMPLOYMENT & WAGE GROWTH	EDUCATIONAL ATTAINMENT	HEALTH INDEX	POVERTY
Objective: Increase the total regional population with emphasis on early career talent.	**Objective:** Increase employment, with emphasis on high wage strategic sectors such as advanced materials, design, clinical research and healthcare.	**Objective:** Increase the number of high school students graduating on time and the number of post secondary credentials through meaningful connections between students and employers throughout the educational spectrum.	**Objective:** Improve the overall health status of our region's population by focusing on pre-mature death, low birth weight, tobacco use, and diet and exercise.	**Objective:** Reduce the number of individuals lacking sufficient income with focus in three priority areas: income security, economic mobility and social inclusion.
Goal: Move our average annual population growth rate from .0% to +.35% while increasing the percentage of our population in the 20-34 year age group to 20.5%.	**Goal:** To increase employment growth by 5,000 people and average annual wages to $55,042.	**Goal:** Raise the High School graduation rate to 88% and our 4+ year degree population to 25%.	**Goal:** Move the Evansville MSA *Health Index*, as supported by the County Health Rankings, from -0.2 to +0.1 (+0.3 increase).	**Goal:** Reduce poverty rate by 2,100 individuals (14.8% to 13.8%).

ERBC Backbone Support – Financial/Project Management/Consultant

Our Approach

To begin the promising practices identification process, Fourth Economy reviewed information supplied by the Evansville Regional Business Committee which included:

- A presentation of the work plans for the initiative
- Data that was procured from Chmura

Calls were conducted with the chairs and available members of each of the workstream teams to explore their discussions to date and areas on which they would like Fourth Economy to focus.

The review of information and discussions with work stream representatives guided the areas of exploration. Fourth Economy utilized its knowledge base that has been built from years of consulting, outreach to national trade organizations, review of award winning practices and other activities to identify a range of practices to explore.

A preliminary list of promising practices, which included basic summary information, was provided to the workstream teams for downslection to three or four promising practices. This step allowed Fourth Economy to spend quality time researching the practice, speaking with a representative of the initiative and documenting our findings in the summary documents that follow.

Strength and Caution Related to Approach

Fourth Economy was excited to support the Evansville regional community with this engagement. Often, the approach to a national scan of promising practices is an ad hoc process. The strength of this approach lies in engaging an unbiased and experienced firm to help identify those promising practices.

The caution related to the promising practices is that while they document impactful work being done in many communities with similar characteristics to the Evansville region, Fourth Economy did not explore the context within which they were originally launched. In other words, we are not able to directly compare the data or demographics of the promising practices community with the Evansville region at practice initiation. This may or may not be something that the workstream teams want to do as they begin to focus on practices to model.

Common Themes | Lessons | Guidance

Partnerships are critical
Engaging stakeholders from across the aisle from different industries and areas of work is vital. Additionally, it is important to secure funding from varied sources contribute to longevity and sustainability of initiatives.

Building on momentum and assets
The most successful practices were able to utilize the momentum of programs already active in their community. Using updated information and data analyses, they could target approaches and build on what already existed.

Public Engagement and Support
Investing in major marketing and communications is key to securing buy-in from the community, awareness, and excitement around initiatives.

Strong Leadership
Programs dependent on established champions are the most impactful, particularly those with paid, dedicated staff - not just volunteer cohorts.

Diversity
Making sure initiatives cross race, income, gender, and generational lines will ensure widespread impact.

Data-driven
The most successful programs are not only founded in data, but have clear strategies to quantitatively track progress and benchmark successes.

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Educational Attainment

- ## Diplomas Now - Tulsa, OK

  In 2013, a group of community funders called Growing Together - which include the George Kaiser Family Foundation, the Schusterman Foundation, and the Tulsa Area United Way - made an investment in two schools in the lowest income neighborhoods in Tulsa experiencing low educational attainment. Diplomas Now is program and model focused on meeting the holistic needs of all students in grades six through twelve.

- ## Memphis City Schools Early College Dual Enrollment Program - Memphis, TN

  Memphis City Schools (MCS) and philanthropic funder, made a major commitment to invest in and expand its dual and concurrent enrollment program over a period of four years through an initiative called Early College Dual Enrollment Program. The program, typically designed for high achieving students, targeted underperforming schools and has since increased its college partners and expanded college course-taking by high school students by 45%.

- ## Horizon Education Alliance - Elkhart, IN

  Elkhart County formed the Horizon Education Alliance (HEA), an alliance of educators, business, and community leaders in order to improve education outcomes through collaboration and to increase innovation. HEA assists community partners in developing Networks to provide pathways to high-demand post-secondary credentials, advanced careers, and increased earnings while responding to the workforce needs of local industry.

Tulsa Now

Location	Tulsa, OK
Geography	Large City (150,000 - 500,000 people)
Years	2013 - 2016
Funding Source	In 2010, Diplomas Now received a $30 million Investing in Innovation (i3) validation grant from the U.S. Department of Education to expand the program's reach across the country. The PepsiCo Foundation, Diplomas Now's founding private sector investor, provided $11 million to support the study. (For more, see: https://www.cityyear.org/what-we-do/research-and-publications/evidence-city-year-impact/diplomas-now)
	Sixty-two secondary schools in 11 school districts agreed to participate in this study. Thirty-two of these schools were randomly assigned to implement the Diplomas Now model while the other 30 schools were assigned to a control group, continuing their existing school programs or implementing other reform strategies of their choosing. (For more, see: https://www.mdrc.org/publication/addressing-early-warning-indicators)
	The i3 Fund, through the Department of Education Office of Innovation and Improvement, provides competitive grants to expand the implementation of, and investment in, innovative practices that are demonstrated to have an impact on improving student achievement or student growth, closing achievement gaps, decreasing dropout rates, increasing high school graduation rates, or increasing college enrollment and completion rates. The i3 Fund is administered by the federal Department of Education and was created by the American Recovery and Reinvestment Act of 2009. (For more, see: https://innovation.ed.gov/what-we-do/innovation/investing-in-innovation-i3/)

Summary

In 2013, Daniel Webster High School graduated just 53 of the senior class. The school is in a low-income area of Tulsa, and the school district suffers from chronic underfunding at a state level.

That year, a group of community funders called Growing Together, which included the George Kaiser Family Foundation, the Schusterman Foundation, and the Tulsa Area United Way, decided to make an investment in schools in two of the lowest income neighborhoods in Tulsa.

Daniel Webster High School and its feeder middle school, Clinton Middle, implemented a partnership called Diplomas Now, which is a model focused on meeting the holistic needs of all students in grades six through twelve. Diplomas Now is comprised of three

independently staffed and funded organizations which address student success from many angles.

Diplomas Now was a national program funded through a federal Investing in Innovation (i3) grant from the Department of Education. In Tulsa, this program was able to utilize the support of Growing Together and its foundation funders to build out an exceptional model that made a large impact in the community.

Diplomas Now at Daniel Webster

The Diplomas Now program was active at Daniel Webster for five years. The first year three years were dedicated to setting up the program, while the last two years were dedicated to building capacity amongst the teachers. The three organizations involved in the effort were:

- **City Year** - The AmeriCorps program, City Year, installed 10 Corps members into the school to build relationships with students and provide "near peer" interaction.
- **Communities In Schools** - Communities In Schools, a Virginia-based nonprofit, directs students and families in need to community resources.
- **Talent Development Secondary** - Talent Development Secondary, a nonprofit that grew out of a Johns Hopkins University study on dropout rates, uses data to track indicators that a student is at risk and helps to develop teaching approaches that engage students.

Diplomas Now identified students at risk of dropping out and established a schoolwide process of intervention and support services to keep them on track to graduate. Weekly meetings with representatives from City Year, Communities In Schools, Talent Development Secondary, and teachers and staff were held to to review a list of students with data indicators of risk. At this meeting, plans would be created to reach out to this student, and provide them relationship support and access to resources such as counseling, transportation, or medical care.

At Webster, an emphasis was placed on partner organizations developing relationships with students outside of the classroom. A key component of this strategy was ramping up the number of interactions that students had with their "near peers" in City Year. City Year teams are made up of 18 to 24 year old AmeriCorps volunteers, who provide student, classroom, and whole school support, intended to help students stay in school and on track to graduate high school.

City Year members hosted after school programming, provided one-on-one tutoring, and sat in on math and English classes. The goal is to create additional lines of

communications with students that teachers couldn't otherwise easily develop. Math instructor Julie Skrzypczak said, "If a kid is having a crisis at home that day, maybe they confide in the City Year member whereas they just come into my room angry…Sometimes, all it takes is for the City Year member to go take a walk with the student for a few minutes of conversation, and the student returns to the classroom ready to learn."

A core tenant of the program is sharing data among partners. This unique data sharing agreement can be a new practice for some school administrators, and implementing a practice that shares data and incorporates feedback and direction from outside organizations can be a unique experience. Administrators and teachers at Webster, however, have found that the wraparound services and partnership approach has taken a significant workload off teachers. The approach of bringing outside organizations into a school is unorthodox, but provides the capacity to address problems that teachers do not have the time or skills to focus on.

City Year and Communities in Schools are still working in Tulsa, but Talent Development Secondary (TDS) is not. Tara Madden, Chief Program Officer at Talent Development Secondary, explained that this is by design; "We are structured to build capacity, get things in place, and get out." Their organization establishes systems for schools to follow that allows data tracking of students, as well as training and coaching for teachers.

At Daniel Webster, TDS installed a staff member called a School Transformation Facilitator. This person's job initially was to set up the early warning system for students, work with school leadership to ensure that teachers had enough time for weekly meetings, and set up and facilitate those meetings. This staffer also facilitated subject-oriented professional development meetings for teachers. As the program progressed, school staff and teachers took on ownership of these systems, thereby building capacity and eliminating the need for this staff member.

Because of the additional support from Tulsa's foundation community, TDS was also able to work with dedicated math and English coaches who provided support for teachers as they implemented new ways to engage with students and keep students' attention.

Impact

Goals

Increase graduation rate through early interventions for at risk students, like matching families in need to community resources and amplifying the frequency of "near peer" interactions of AmeriCorps City Year members and at-risk students.

Outcomes and Key Statistics

Webster High School had a 22% graduation increase in three years. In Spring 2013, Webster graduated 53% of seniors; in Spring 2016, 75% of seniors graduated, a 22% increase in three years.

City Year and Communities in Schools is still working in Tulsa, but TDS and the Diplomas Now program has ended. However, since the end of the program, the number of students graduating from Daniel Webster has not fallen back to pre-program rates.

In a study of 32 schools that had implemented Diploma Now programming and 30 control schools that had not, study authors found:

- The Diplomas Now model produced a positive and statistically significant impact on the percentage of students with no early warning indicators — students with better than 85% attendance, fewer than three days suspended or expelled, and passing grades in both English/language arts and math. Helping students maintain or reach these thresholds is an explicit target of Diplomas Now school teams.
- Diplomas Now did not have a statistically significant impact on the percentage of students meeting a more stringent threshold suggestive of a more stable educational trajectory: better than 90% attendance, no suspensions or expulsions, and passing all four core subject areas of English/language arts, math, social studies, and science.
- Diplomas Now did not produce a significant impact on average attendance, discipline, and course passing rates in sixth and ninth grades compared with rates at schools that did not implement the model. These outcomes improved from baseline in both Diplomas Now and comparison schools.
- There were more promising impacts for middle schools than for high schools. In middle schools, Diplomas Now had a positive, statistically significant impact on the percentage of sixth-graders with no early warning indicators. There were no

significant impacts, positive or negative, on the attendance, behavior, and course performance outcomes of ninth-graders.

- Students at Diplomas Now schools reported participating in more academically focused after-school activities, and more reported having a positive relationship with an adult at school who is not a teacher, than their peers in the comparison schools. Students in both groups of schools reported similar perceptions of school safety and climate, and the Diplomas Now model did not have an effect on students' self-perceptions or school behaviors.

For more information, see:
https://www.mdrc.org/publication/addressing-early-warning-indicators

Additional Information

Organizations Involved

School district, principal, AmeriCorps City Year, Communities in Schools, Talent Development Secondary

Lessons Learned

Most high schools are not set up to address students living in states of extreme duress. Teachers do not have the capacity to work with these students while also maintaining high levels of instruction in the classroom. Poverty introduces a host of traumas onto a student population that make learning difficult, and without introducing a faction within school administration that specifically and effectively works to connect to and help at-risk students, they will fall through the cracks.

Tara Madden of TDS explains that their organization learned a lot from the Tulsa model. Her responses are summarized below:

- School leaders and teachers were receptive to coaching. Especially important is that the principal was supportive, and able to use their coaching to address issues that she was aware of. They trusted her to know what was best for her school and to support where they were needed.
- Ongoing meetings with school leadership on a weekly or biweekly basis kept everyone accountable.
- When three organizations come on to campus there can be confusion and duplication of services - having the School Transformation Facilitator in place to leverage systems and organize was important.

- Constant customization was needed to align with shifting district and state initiatives.
- Foundation partners were engaged and advocated on behalf of TDS, City Year and Communities in Schools when they were unable to.

Recognition

Diplomas Now, which, in addition to Tulsa, has been implemented in Columbus, Los Angeles, Miami, Philadelphia, San Antonio, Seattle, has been profiled by MDRC and heralded as an effective innovative practice in the education field.

Sources | Related Articles

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https://www.mdrc.org/project/diplomas-now#overview

"How a dropout factory raised its graduation rate from 53% to 75% in three years" Hechinger Report
https://hechingerreport.org/how-a-dropout-factory-raised-its-graduation-rate-from-53-percent-to-75-percent-in-three-years/

"Diplomas Now" City Year
https://www.cityyear.org/what-we-do/research-and-publications/evidence-city-year-impact/diplomas-now

"Addressing Early Warning Indicators: Interim Impact Findings from the Investing in Innovation (i3) Evaluation of Diplomas Now" MRDC
https://www.mdrc.org/publication/addressing-early-warning-indicators

Memphis City Schools Early College Dual Enrollment Program

Location	Memphis, TN
Geography	Large City (150,000 - 500,000 people)
Years	2009 - 2018
Budget	Budget covered: The central office of the school district had a full time staff dual enrollment staff of three. Each high school identified a dual enrollment coordinator, typically a counselor, to serve as a liaison to the central office and to higher education partners. Undergraduate college tuition per 3-semester hour course ranged from $499 to $3,000 at the participating Memphis area colleges. The school district covered the cost of these courses for students.
Funding Source	Funded by a grant from the Middle College National Consortium, an organization promoting middle colleges and dual enrollment opportunities, and availability of funding for dual enrollment tuition available through Tennessee's Hope Scholarship.

Summary

Dual Enrollment (DE) programs allow high school students to take college courses for college credit at little to no cost to the student. Students either take an AP class, or a college level class through a local college or university, and upon successful completion of the course, receive credit on their college transcripts.

Numerous studies have shown that dual enrollment participants are more likely than nonparticipants to graduate high school, go on to college, and complete college degrees. However, nationwide, urban students are less likely to have access to dual enrollment opportunities: while they represent 29% of all high school students, they account for only 24% of dually enrolled students.

Recognizing the benefits of dual enrollment, Memphis City Schools (MCS) and philanthropic funders made a major commitment to invest in and expand its dual and concurrent enrollment program over a period of four years. Over a four-year period, college course-taking by high school students in Memphis, including many in struggling schools, expanded by 45%, and the number of college partners increased from two to six. The initiative, called the Early College Dual Enrollment Program, is remarkable and unique

in that it targeted underperforming schools for a program that is usually directed at high achieving students.

At the time of this program, 85% of the student body in Memphis City Schools were economically disadvantaged and the district struggled with low graduation rates and test scores. The dual enrollment program was viewed by the district as one strategy to improve high schools by increasing the rigor of the high school curriculum and increasing students' preparation for college. Empirical evidence finds that dual enrollment has the potential to assist a wider range of students to make a smooth transition to college, including those traditionally underserved in college.

A champion of the program was Joyce Mitchell, former Memphis City Schools Academic Director of High School Initiatives. Prior to joining Memphis City Schools, Mitchell had been a principal of an early-middle college high school. She explains, "High school students who experience college directly begin to view themselves as real and successful college students."

In order to give students from high schools in the district a chance to take college courses, Memphis City Schools developed dual enrollment partnerships with six institutions of higher education. Early College allows eligible students to earn college credit while also earning a high school diploma. Dual enrollment programs blend the curriculum as a coherent unit of college-level work fused into a single academic program that meets the requirements for both high school and college.

One benefit to students is that General Education dual enrollment credit hours transfer to Tennessee Board of Regents schools and other colleges outside the state. This means that students enter college or university with a number of credits, which can shorten the time they are in school, and cut down on their college expenses.

Support for this program was provided by a grant from the Middle College National Consortium, an organization promoting middle colleges and dual enrollment opportunities, and availability of funding for dual enrollment tuition available through Tennessee's Hope Scholarship. The district was responsible for ensuring that college course tuition, fees, and books were fully covered through a mix of funding from the state's Hope Scholarship, college waivers, and district funds. Undergraduate college tuition per 3-semester hour course ranged from $499 to $3,000 and the Hope Scholarship provided $300 per student for each course. The balance was waived by the college. Required textbooks were purchased directly by the district, meaning there was no cost to the student or family.

Students demonstrated success in their dual enrollment courses. The 2011-12 course pass rate was 95%. In addition, the majority of college course enrollments (66%) resulted in an A or B grade. Fifty percent of the 12th grade students who took dual enrollment courses in 2011-12 earned six or more college credits upon graduating from high school, and 20% earned nine or more credits.

To increase the number of dual enrollment students, a variety of strategies were utilized:

- **Build on Assets** - District administrators had witnessed the transformative power of dual enrollment at two long standing early-middle college high schools in Memphis. Early-middle college high schools are small schools located on a college campus in which students take both high school and college courses.
- **Up the Mix of Instructors** - About half of the dual enrollment courses were taught in the high schools by college-approved high school faculty, while the other half were taught by college faculty on the high school campus or taken on the college campus.
- **Shift the Narrative** - In this time period, Memphis schools emphasized dual enrollment, and there was some movement away from offering AP classes to offering dual enrollment. Several of those interviewed as part of the case study commented that students had a greater likelihood of earning college credit via dual enrollment than by taking the AP course exam. The district now weighs AP and dual enrollment courses equally in GPA calculations.
- **Put in the Legwork** - District staff created a list of district-approved dual enrollment courses, matching each college course with a high school requirement. This simplified and standardized the way that a given college course is categorized for credit toward high school graduation requirements.
- **Lower the Barriers** - All eligible students could take dual enrollment courses for free. The district negotiated with private colleges to match public college tuition rates and took advantage of available state education funds.
- **Increase Outreach** - Counselors were responsible for outreach within the schools. Counselors would review students' eligibility for dual enrollment based on test scores and GPA, and then invite those eligible to participate. Another tactic was to visit classrooms of students prior to enrollment periods to inform them of dual enrollment opportunities.
- **Create a Culture of Customer Service** - The district dual enrollment staff developed a customer service orientation to support the high schools' priorities. The district office brokered relationships with postsecondary institutions and facilitated specific arrangements courses.

Impact

Goals

The goal of the dual enrollment and early college program was to engage low-income students in college level courses to promote ongoing education and involvement in school.

Outcomes and Key Statistics

Over a four-year period, college course-taking by high school students in Memphis, including many in struggling schools, expanded by 45% in four years, from 715 students enrolled in 2008-09 to 1,036 in 2011-12.

The number of college partners increased from two to six. They included a public community college (Southwest Tennessee Community College), a public technical college (Tennessee Technical Center), and four private universities (Lemoyne-Owen College, Christian Brothers University, University of Memphis, and Victory University).

Access to dual enrollment for college credit is typically limited to those who earn high grades or test scores. In this case study, Memphis schools found a way to enroll a wider range of students in college coursework through its dual enrollment efforts. While many college courses are only available to the most academically qualified students, there are a number of courses that are open to a wider range of students. For example, some colleges allow flexibility regarding lower grades and exam scores, enabling more students to have access to college courses.

Additional Information

Organizations Involved

Memphis City Schools, in partnership with Christian Brothers University, LeMoyne-Owen College, Southwest Tennessee Community College, Tennessee Technology Center at Memphis, and The University of Memphis

Next Steps

This project was part of a large overhaul of the Memphis City Schools funded by the Gates Foundation and the federal government. There were many follow ups to this

program. During the program time, Memphis City Schools merged with Shelby County Schools.

Lessons Learned

This program changed the culture around college attendance. With college courses offered in the building, students were more likely to be able to visualize what college might be like. Furthermore, using a combination of state and district funds and tuition waivers from colleges, students are able to take college courses without cost.

Recognition

This program was the subject of a case study by the National Center for Restructuring Education, Schools and Teaching.

Source | Related Articles

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Horizon Education Alliance

Industry	Manufacturing and other high-demand, high-wage (HDHW) fields
Phase of the Project	Measurement & Evaluation
Location	Elkhart County, IN
Geography	Small County (50,000 - 149,999 people)
Years	2012-present
Budget	Horizon Education Alliance has launched over 20 education Networks and Pilot Programs and raised millions of dollars for educational advancement in Elkhart County through grants and private funding. Recently, the organization was awarded $1.9 million through the Indiana Department of Workforce Development SkillUp Initiative to develop innovative approaches to reach the student and adult education population to provide clear, efficient pathways to enter into a local career in advanced manufacturing and IT. The Horizon Education Alliance has a 25 person staff. The total annual budget of the Horizon Education Alliance is $3.8 million.
Funding Source	Indiana Department of Workforce Development, Elkhart County Community Foundation, Elkhart County Government, private philanthropy, and earned income are funding sources.

Summary

In 2012, Elkhart County formed the Horizon Education Alliance (HEA), an alliance of educators, business, and community leaders to improve education outcomes. The mission of HEA is to strengthen collaboration, increase innovation, and move everyone from hope to belief that Elkhart County will be transformed through education. By engaging individuals from multiple sectors throughout the community, Horizon Educational Alliance supports the educational success of all residents. As a convening organization, HEA brings together business, education, and political leaders in a collaborative approach to talent development.

In 2009, Elkhart County was hit hard by the recession, with an unemployment rate that surged from 5% in February of 2008 to over 18% in February of 2009. The recreational vehicle manufacturing industry was hit especially hard. The New York Times called Elkhart the "white-hot center of the meltdown" and President Obama was in office less than two weeks before he visited Elkhart, putting a spotlight on the area. In response to the crisis, more than 200 politicians, business leaders, school officials, and community

leaders identified education as the single most effective strategy for strengthening Elkhart County.

In 2002, seven years prior to the crisis, the community had created a plan called the Horizon Project Plan. The plan had identified eight focus areas, including land use, tourism, business retention and expansion, economic development targets, and education. Over the next seven years, implementation of the plan was limited and results were mixed. Leaders decided that their focus had been too broad and that having too many focus areas had diluted the strategy. In 2009, instead of trying to do eight things, leaders determined that they were going to focus on one thing: education.

According to Brian Wiebe, Executive Director of Horizon Education Alliance, the formation of HEA had several key factors that shaped its initial success:

- **A Clear Vision and Mission** - Even in the formative stages of the organization, its mission statement that "Elkhart County will be transformed through education" helped guide early decisions about the direction of the organization. For example, the organization's first hire, a Director of Research, was made in order to help find educational models that could transform the community. The organization applies a high degree of rigor and methodological process for selecting programs and measuring their effectiveness. HEA seeks out programming that matches its vision, has a collective impact, and can be measured against common goals. After identifying what they believe will be a transformative model, HEA is relentless in its effort to implement the model. Using a collective impact framework, HEA makes a few big, bold programming bets.
- **Access to Funding and Resources** - Horizon Education Alliance would not have been possible without access to funding. Several key funding sources emerged early in the organization's history. The first was the Community Foundation of Elkhart County. The community foundation has $272 million in assets, with $165 million undesignated. The foundation made an early, unrestricted gift to the HEA. Another early decision was made to merge with and absorb the Learning Generation Initiative, another educational organization in the county. This merger bumped up the number of HEA employees from two to seven and gave the organization access to Department of Workforce Development money. With successful programming under its belt, fundraising has increased over time. Since 2012, the budget for HEA has grown around 40% every year. Over time, an effort has also been made to diversify funding and to secure funding from outside of the service area.
- **Board Representation** - The organization's board is made up of superintendents, business, and community leaders. Bylaws guarantee seven positions on the board

to the seven area superintendents. 14 board slots are open positions: seven are allocated to CEOs in major industry sectors (manufacturing, IT, health, etc.) and seven are community leaders (college presidents, county commissioner and prosecutor, etc.). Guaranteed membership for the superintendents facilitated buy-in from the school systems. The membership for industry and community was key to creating a culture of meaningful and effective collaboration between business, education, community, and political leaders.

- **Articulating a Model of Change** - Horizon Education Alliance seeks to influence four systems: high-quality early learning, support systems for children and families, comprehensive college and career pathways, and flexible and innovative adult pathways. In each of these areas, the organization has identified networks of partner organizations and programming initiatives.

Horizon Education Alliance has grown into a regional convener for education and collective impact through its networks and programs. HEA assists community partners in developing Networks to provide pathways to high-demand post-secondary credentials, advanced careers, and increased earnings while responding to the workforce needs of local industry. HEA operates several programs:

- **HEA Networks** - HEA supports Networks of business, school, and community stakeholders who improve local education outcomes. Networks use continuous improvement processes to define a problem, test strategies and generate a sustained impact.
- **HEA Pilot Projects** - HEA Networks develop Pilot Projects to design, test and adopt solutions. Once pilots show significant success, the Network supports expansion.

The overarching goal for Horizon Education Alliance is to create a collaborative culture within Elkhart County that engages each major sector toward the goals and measures laid out in HEA's strategic plan. In addition to that overarching goal, six goals were articulated in the strategic plan. One closely aligns to the Evansville Talent2025 effort: "By 2027, all students will graduate from high school and attain a post-secondary credential or degree within six years of high school graduation."

To achieve the goal of increasing attainment of post-secondary credentials, Horizon Education Alliance has implemented networks of sector partnerships, business-education roundtables, a comprehensive counseling program, and sought support through the Indiana Talent Network. HEA has also initiated student apprenticeships, project-based learning, programs designed for low-income, minority, and first generation students, and manufacturing days and career pathways events. HEA takes a robust approach to

community exposure in its programming. For example, In 2018 all 2,911 middle schoolers in Elkhart County visited a manufacturer. (For more information, see: https://heaindiana.org/student-pathways/pilot-programs/manufacturing-day/)

In the near future, Horizon Education Alliance will bolster its apprenticeship efforts by piloting the CareerWise apprenticeship program in the state of Indiana. This program, based on CareerWise Colorado, has its roots in the Swiss apprenticeship model. Recently, 25 HEA staff and Elkhart county community members toured the apprenticeship approach and agreed that the model should be implemented in Elkhart County. (For more information about CareerWise Colorado, see: https://www.careerwisecolorado.org/)

Impact

Goals

Horizon Education Alliance engages a model of "innovation through collaboration" by creating and sustaining strong partnerships, identifying and assisting in the implementation of evidence-based practices, and monitoring and evaluating progress toward community-level goals of high-quality early learning, support systems for children and families, comprehensive college and career pathways, and flexible and innovative adult pathways. Within its SkillUp grant, the goals of HEA are to develop innovative approaches to reach the student and adult education population to provide clear, efficient pathways to enter into a local career in advanced manufacturing and IT. This effort combines career pathways with direct business engagement. While this example is manufacturing and IT focused, it could also be applicable model for healthcare and other high wage industries.

Outcomes and Key Statistics

A number of participant outcome success stories are highlighted in Horizon Education Alliance news (https://heaindiana.org/hea-news/).

Additional Information

Organizations Involved

Horizon Education Alliance emphasizes systems thinking and collaboration. HEA is part of multiple networks and partnerships including Advanced Manufacturing Sector Partnership (AMSP), Lumina Adult Attainment Network, Business-Education Roundtables, Indiana Department of Workforce Development.

Horizon Education Alliance is a member of the Indiana Talent Network. Indiana Talent Network is a network of organizations that discuss ways to connect stakeholders (educators, employers, community organizations, students, local and state government) with appropriate resources regarding talent attraction and retention, development, and engagement strategies. Southwest Indiana Chamber of Commerce and Workforce Board are members of Indiana Talent Network.

Next Steps

The establishment of the advanced manufacturing improvement network allows the organization to apply for Department of Workforce Development money, which funds projects hosted by innovation networks. Availability of outside funding is part of the organization's strategy to grow its programming. Horizon Education Alliance has leveraged early wins to build momentum and securing outside funding.

Recognition

The Lumina Foundation named Elkhart County a "Talent Hub", a distinction awarded to communities who demonstrate the capacity to significantly increase educational attainment, or the number of residents with college degrees, certificates, or other credentials beyond a high school diploma.
(https://heaindiana.org/elkhart-county-secures-millions-for-education-and-named-talent-hub/)

Source | Related Articles

"Horizon Education Alliance | Creating a Culture of Cross-Sector Collaboration" Horizon Education Alliance
https://heaindiana.org/

"SkillUp Grants" Indiana Department of Workforce Development
https://www.in.gov/dwd/skillup.htm

"Indiana Talent Networks" EcO Attainment Network
https://econetworks.org/itn-network-of-networks/

"Dream Teams" Lumina Foundation Magazine
https://www.luminafoundation.org/files/resources/focus-winter-2018-2.pdf

Content supplemented with an interview with Brian Wiebe, Executive Director of Horizon Education Alliance

Health

- ## [B'More for Healthy Babies - Baltimore, MD](#)

  B'More for Healthy Babies (BHB) is an initiative of the City of Baltimore, led by the City Health Department. Using a collective impact theory to enact change, their mission is to bring together organizations, community groups, and resources to support babies' and mothers' health and reduce the high infant mortality rate. They are organized by a Steering Committee and task forces around key priority areas.

- ## [Active Allen County - Allen County, OH](#)

  Activate Allen County is an unincorporated initiative located in Lima, Ohio that works with businesses, organizations, healthcare providers, schools, and other community partners to convene and lead health efforts in the county. Programs include health benchmarking; resources and funding for program implementation; local events and community activities; and "challenges" for schools, workplaces, childcare centers, neighborhood groups, and faith communities.

- ## [HealthTran - South Central, MO](#)

  In order to improve access to healthcare services, the Missouri Rural Health Association created HealthTran - a service to help patients with transportation barriers get to healthcare appointments. Federally Qualified Health Centers and health care providers in South Central Missouri work with HealthTran to organize patient transportation at a reduced rate. The service was formed in partnership with the Missouri Public Transportation Association.

B'More for Healthy Babies

Location	Baltimore, MD
Geography	Mega City (More than 500,000 people)
Years	2009-Present
Budget	Unknown
Funding Source	Primarily funded through the City of Baltimore and the State of Maryland, with a number of foundational and organizational partners

Summary

B'More for Healthy Babies (BHB) is an initiative of the City of Baltimore, led by the City Health Department. Using a collective impact theory to enact change, their mission is to bring together organizations, community groups, and resources to support babies' and mothers' health and reduce the high infant mortality rate. They are organized by a Steering Committee and task forces around key priority areas.

In 2009, it came to the attention of health care providers and industry leaders that Baltimore's infant mortality rate was alarmingly high - one of the worst rates in the country. The Baltimore City Health Department created B'more for Healthy Babies, an initiative to address key areas of improvement for in infant and maternal health.

They began with an information-gathering process, part of which involved charting the entire landscape of healthcare for mothers and infants in Baltimore - providers, funding streams, gaps and disparities. They used this knowledge in combination with data and statistical analysis available at the city and state level to inform their strategic visioning and outline for the initiative. They identified eleven priority areas in which infant mortality could be addressed and found that preterm death, low birth weight, and sleep-related deaths were major drivers of infant mortality in Baltimore, thus areas of focus for the initiative.

Recognizing that sleep-related deaths are highly preventable and widely misunderstood, BBH leaned heavily around organizing and education in that area. In addition, they felt that teen pregnancy was also an area in high need of attention because of existing service gaps. They began to work with service providers to develop educational programming and refer women to local support in all eleven priority areas, but kept a

strong focus on building awareness around sleep-related death prevention and teen pregnancy.

They work directly with service providers of their constituents utilize services through Medicaid.

Programs

By working with diverse service partners, they are able to address the health of mothers and babies from a holistic perspective. They organize task forces around their priority areas, and help direct mothers to services they need, develop programming and educational materials for partners to use, build public awareness, secure funding, and encourage community conversations around ways to improve the health of mothers and babies.

The task forces are as follows:

- "B'more Fit for Healthy Babies Coalition: to help postpartum women reach a healthy weight.
- Teen Pregnancy Prevention Initiative (TPPI): to reduce unintended pregnancies among teens.
- Youth Advisory Council: to ensure a youth lens for BHB and allow for their creative voices to be heard through photo-voice and other activities.
- Early Entry into Prenatal Care Task Force: to ensure that all women receive early and adequate prenatal care through linkages with hospital emergency departments.
- School Readiness Coalition: to improve school readiness in children and health literacy among adults.
- Preventing Substance-Exposed Pregnancy Collaborative: to help women reduce risky behaviors before and during pregnancy.
- Equity in Birth Outcomes Coalition: to improve equity and decrease disparities in infant mortality and maternal and infant health.
- Housing Task Force: to promote better housing for pregnant women and moms."[1]

For example, one of their programs, B'More Fit is designed for mothers who receive public assistance. The program provides free childcare, while mothers participate in exercise activities, group meetings, and classes about nutrition and health (offered in English and Spanish). This program is funded in partnership with the federal Office on Women's Health, the Stulman Foundation, and the U.S. Conference of Mayors.

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[1] http://healthybabiesbaltimore.com/about-bhb/task-forces

Other initiatives, made possible through partnerships and referrals, include: Safe Sleep, Home Visits, Teen Pregnancy, Smoking, Literacy, and House. They also have support groups, such as "Mom's Club" and community activities.

Some group programs require participants to have access to transportation. Because of this, B'More build a set amount of transportation assistance into the budget. They can provide cab vouchers and Lyft reimbursements on a first-come, first serve basis. They will also sometimes take advantage of local van services and Medicaid transportation programs, but they have found this difficult to coordinate, especially because children are not eligible to accompany parents in the Medicaid transports, so childcare must be provided as well.

Impact

Goals

For the 2019-2024 five year strategy update, B'More for Healthy Babies goals are to:

- Reduce infant mortality
  - 15% decrease in infant mortality
  - 25% decrease in the black-white disparity for infant mortality
- Reduce child abuse and neglect
  - 5% decrease in the rate of substantiated abuse and neglect
  - 5% decrease in the black-white disparity in the rate of substantiated abuse and neglect
- Increase school readiness
  - 10% increase in the percentage of children entering kindergarten ready to go to school
  - 15% decrease in the black-white disparity in school readiness
- Decrease the maternal mortality rate and the black-white disparity in maternal mortality rate

Outcomes and Key Statistics

B'more for Healthy Babies has seen remarkable improvements in the infant mortality rate, and other measures of maternal and infant health in Baltimore. Compared to the baseline data collected in 2009, they have contributed to the record-setting lows for infant mortality, teen births, and black-white disparities related to maternal and infant health.

Every year, B'more for Healthy Babies collects data from the State of Maryland's Health Department, service providers, and local organizations, and conducts a Fetal-Infant

Mortality Review as well as a Child Mortality Review. They use the information available to direct services and education efforts.

From 2009-2017, BHB accomplishments include:

- 35% decrease in infant mortality
- 64% decrease in the black-white disparity in infant mortality
- 49% decrease in teen births
- 75% decrease in the black-white disparity in teen births
- 71% decrease in sleep-related infant deaths[2]

Using a collective impact model, they reached an all-time low for infant mortality in 2015 (8.4) and have over 10,000 students receiving sexual health education in 2019 through City schools and the Baltimore Department of Public Health.[3]

Additional Information

Organizations Involved

BHB is reliant on its 150 partners to make what they do possible. Healthcare providers, schools, local businesses, public offices and elected officials, and local organizations are all essential in providing the long list of opportunities to help mothers and young children thrive.

Funding agencies include:

- City of Baltimore
- Annie E. Casey Foundation
- CareFirst BlueCross BlueShield
- The David and Barbara B. Hirschhorn Foundation
- State funding, such as Governor's Office for Children and the Maryland Department of Health and Mental Hygiene

Other major service partners include:

- HealthCare Access Maryland
- Family League of Baltimore
- Baltimore City Departments
- Home Visiting Programs
- Health Care Providers

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[2] http://healthybabiesbaltimore.com/about-bhb
[3] Strategy Update 2019-2024

- Faith Organizations
- Johns Hopkins Centers
- University of Maryland

Full list of partners: http://healthybabiesbaltimore.com/about-bhb/partners

Next Steps

BHB is currently working with a consultant to benchmark their progress against other cities in Maryland to make the case for more state spending on maternal and infant health. This process involves 'fiscal mapping' to understand all the public funds that are currently coming into the City for public health, how it is being used, and the impact. They hope to expand their reach and continuing to improve their outcomes, but feel that more funding is required to make this possible.

Lessons Learned

BHB has found that when they redirect funding to different priority areas, especially away from sleep-related death prevention, they start to see their statistics slip. The positive results they have seen are reliant on all of the funding that is currently being dedicated to their initiatives, and it only calls attention to the need for more funding across all target areas, as well as serving as an indication of the high need for their work. They have highly recommended the importance of campaigning and forward media presence to help drive their initiatives forward throughout the City.

Recognition

More than 20 municipalities, cities, and states have requested for BHB to assist in creating similar collective impact models.[4]

Source | Related Links

B'more for Healthy Babies Celebrates Five Years of Success!
http://www.healthybabiesbaltimore.com/uploads/files/Bmore%205%20Year%20Brochure%20for%20viewing%20lr.pdf

B'More for Healthy Babies
http://healthybabiesbaltimore.com/home

B'More for Healthy Babies, The Strategy to Improve Birth Outcomes in Baltimore City(2009)

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[4] Strategy Update 2019-2024

http://www.healthybabiesbaltimore.com/uploads/file/pdfs/SIBO%20Strategy%202009.pdf

Activate Allen County

Location	Allen County, Ohio
Geography	Small County (50,000 - 149,999 people)
Years	2012-Present
Budget	2012-2014: $1.2 million 2014-2017: $530,000 Current: $235,500[5]
Funding Source	2012-2014: CDC Community Transformation Grant 2014-2016: CDC Partnerships to Improve Community Health Grant 2017- Present: Locally funded by Executive Team and local partnerships, fiscally sponsored through the Lima/Allen County Chamber of Commerce

Summary

Activate Allen County is an unincorporated initiative located in Lima, Ohio. They work with businesses, organizations, healthcare providers, schools, and other community partners to convene and lead health initiatives in the county.

They are known for their ongoing programs, or "Challenges", put up for schools, workplaces, childcare centers, neighborhood groups, and faith communities. They help groups benchmark their health environment, think of strategies to improve, and provide resources and sometimes funding for proper implementation. Activate Allen County also coordinates local events and community activities to support health.

More recently, they have taken on the role as a convener for accomplishing the identified priorities identified in the Community Health Improvement Plan. They have organized Task Forces around four key target areas of the plan, which are as follows:

1. Chronic Disease
2. Mental Health and Substance Use
3. Maternal and Infant Health Outcomes
4. Housing and Public Transit

Task Forces coordinate initiatives and activities in the community with local partners.

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[5] This budget does not include membership dues, which are a large source of funding for programs.

History

Back in 2010, there was a push to grow the economy of Allen County and Lima, with a specific interest in attracting young talent and new families to the region. While there were many areas to address, certain community leaders became alarmed when they learned of Allen County's poor health rankings, (75 out of 88 in Ohio), and saw it as a hindrance to their growth and retention efforts.

Taking action, these leaders, in partnership with industry leaders, healthcare providers, schools, major employers, local organizations and other community members, came together to form Activate Allen County in 2012. They also had support from the Mayor, County Health Department, and County Commissioner.

Under the fiscal sponsorship of YMCA, they received a two-year Community Transformation Grant from the CDC for $1.2 million each year, 2012-2014. With that funding they hired five full-time staff and set up the necessary components of targeted health initiatives, based on the needs identified by the most recent Community Health Needs Assessment, along with the economic development goals of the region.

After the Community Transformation Grant ended, Activate Allen County moved directly into another grant cycle - a three year Partnerships to Improve Community Health program from the CDC with $530,000 of funding each year.

In addition to running their health assessments for businesses and organizations, they also kicked off a Healthy Corner Store program and helped form a Food Policy Council that conducted a [Local Food Assessment and Plan](#) in 2015. Activate Allen County also helped write an [Active Transportation Plan](#), projects of which are still being drawn out today.

Following the end of the federal grant in 2017, Activate Allen County shifted to a locally-based funding model. Because of their focus on business growth and economic development, they became fiscally hosted under the Lima/Allen Chamber of Commerce Foundation. Since then, they have received grants and funding from local partner agencies.

Many of their biggest supporters also sit on the executive board, for which there are membership dues that go directly into programs largely directed by the given supporter.

Programs

Activate Allen County facilitates partners' programs through Task Forces, which are organized around the priorities identified in the Community Health Improvement Plan.

They are also known for their Activated Challenges, which engage local organizations and groups in assessment and modification of health environments through policies and programs. The challenges are designed to address five key populations:

1. Active Menu (Restaurants)
2. Activated School
3. Healthy Happens Here (Grocery Stores)
4. Activated Businesses
5. Activated Faith

In each of these challenges, leadership from interested parties fill out a questionnaire online that asks details of health policy environment at their agency. Questions are asked such as; what options are there for healthy food, physical activity? Is the environment breastfeeding-friendly? Is tobacco use prohibited? What resources are available for mental health needs? The questionnaire covers twelve different areas of health, and is intended to determine the degree to which partner organizations support the health of their membership.

Activate Allen County gives each participant score based off the CDC model guidelines. They then provide recommendations and resources for policy or programmatic changes in areas of greatest need.

While the Active Menu and Activated Businesses do not have any formal awards attached to their rankings, winners of the challenges in other categories are eligible for grants, ranging from $500-$2000 to complete specific projects proposed by the applicants.

Activate Allen County promotes all challenge participants on their website and social media, provides monthly newsletters with resources, and hosts an annual celebration ceremony specific to each type of challenge.

Impact

Goals

To create a community that is ideal for people to live, work, and play, and to support economic and business development.

Outcomes and Key Statistics

When Activate Allen County initially convened in 2010, Allen County was rated on the County Health Rankings as being 75 out of 88 for health in Ohio. Now, in 2019, they are number 60.

As primarily a convener and 'umbrella' organization, outcomes from Activate Allen County are largely housed and maintained by their individual service providers and partners. The information below is just a sampling, based on county-level data and rankings.[6]

Adults overweight or obese

- 2009: 77%
- 2017: 70%

Current Smokers

- 2009: 22%
- 2017: 18%

County Health Rankings

	2011	2017
Length of Life	*46 out of 88*	*34 out of 88*
Health Behaviors	*84 out of 88*	*71 out of 88*

Activate Allen County calculates their outcomes based on the number of individuals they estimate their programs have reached. From 2012-2017, the estimates for Allen County residents reached by their programs are below:

Program	**Number of Residents Reached**
Corner Store Initiative	79,427
Breastfeeding Friendly Hospitals	1,304
Restaurant Menu Labeling	104,979
K-12 Physical Activity	8,870

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[6] Activate Allen County Grant Summary 2012-2017

Child Care Physical Activity	998
Tobacco Free Workplaces	12,228
Smoke Free Housing	73
Activated Business Challenge	4,700

Additional Information

Organizations Involved

Lima-Allen County Planning Commission, Lima-Allen Chamber of Commerce, Lima Memorial Health System, St. Rita's Medical Center, Allen County Public Health

Next Steps

Activate Allen County is in the process of developing a 'second-tier' level of involvement for companies that want to be involved and recognized as a part of the healthy lifestyle movement, but who do not want to be as fully involved as being on the leadership committee and needing to pay dues. This 'second tier' would warrant a reduced level of support in some capacity.

Activate Allen County is engaged in conversations with leadership from surrounding municipalities and counties to take their initiatives and successes to a regional scale. They believe that there is an opportunity to involve the entire region in health efforts, challenges, and building awareness.

They also have expressed interest in having larger corporations more heavily involved in their health efforts, especially as a region with strong corporate presence that employs a significant portion of the local workforce population.

Recognition

Listed in County Health Rankings as a Community Highlight.

Sources | Related Articles

County Health Rankings & Roadmaps, Building a Business Case for Better Health: Allen County, OH
https://www.countyhealthrankings.org/learn-from-others/stories/building-a-business-case-for-better-health-allen-county-oh

Activate Allen County Youtube Launch Video (2012)
https://www.youtube.com/watch?v=72Y_G7KL53k&feature=youtube_gdata_player

Activate Allen County
https://activateallencounty.com/

Activate Allen County Grant Summary 2012-2017
https://activateallencounty.com/wp-content/uploads/2017/11/AAC_Grant_Activities_Summary.pdf

Activate Allen County Recognizes Workplaces
https://www.limaohio.com/features/lifestyle/287623/activate-allen-county-activate-allen-county-recognizes-workplaces

HealthTRAN

Location	Based out of Jefferson City, MO - serves SouthCentral Missouri region
Geography	Large Multi-County Region (150,000 - 500,000 people)
Years	2013-Present
Budget	Unknown
Funding Source	Missouri Foundation of Health, National Center for Mobility Management (Design Challenge Grant), Missouri Department of Transportation (Section 5310 Mobility Management), United Healthcare (Grant to serve Medicaid and Medicare dually eligible individuals), and an additional award from the Missouri Foundation for Health to support the Missouri Rides to Wellness Executive Summit. HealthTran is also supported by the membership dues of the Missouri Rural Health Association membership dues.

Summary

In order to improve access to healthcare services, the Missouri Rural Health Association created HealthTran - a service to help patients with transportation barriers get to healthcare appointments. Federally Qualified Health Centers and health care providers in South Central Missouri work with HealthTran to organize patient transportation at a reduced rate.

History

HealthTran initially began as a pilot project, with a goal of improving transportation barriers to those requiring health care in rural Missouri. It was formed with a partnership between the Missouri Rural Health Association and the Missouri Public Transportation Association. In 2013, the partnership received a $499,906 grant from the Missouri Foundation of Health that was designed to help get better information on the barriers to accessing healthcare. The grant, which was for 36-months, allowed them to gather data from care centers and transit sites, and establish a referral system with an integrated technology platform.

The pilot was originally for a nine-county region, but a 5310 grant from the Missouri Department of Transportation allowed them to add a tenth county in 2015.[7]

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[7] https://www.morha.org/wp-content/uploads/2016/04/R2W-Report_Dec-1_2015.pdf

Programs

HealthTran works with healthcare providers in small rural communities of Missouri to help them provide transportation to their patients. Providers who are interested in being a part of the program must become members of the Missouri Rural Health Association, and then work with HealthTran staff to facilitate conversations between transportation providers to bring better transit options to their community. Once providers are members and a part of the HealthTran program, they are trained and able to access the online referral platform technology from their desktop.

The referral program - currently operating with Phoenix Technologies and Q-Ride - communicates with a local network of public transportation, public transport, and volunteer drivers, and enables providers to request a ride for patients in under two minutes. Rides can be scheduled while the patient is in the office or patients can ask their provider to schedule a ride for them ahead of time. Rides can be requested for hours or up to four months in advance.

Currently, the program is only available to patients who are not eligible for Medicaid Non-Emergency Transportation or veterans' transportation assistance, or have access to a vehicle.

The rides are charged at a $1.10 mileage rate, and it follows a 'loaded' structure, where the miles do not start being charged until the passenger has entered the vehicle. This, in the past, has averaged to be about $3 for a local trip, and $81-150 round-trip for specialty services.

The cost of the ride is charged to the requesting healthcare provider, with the supporting notion that money is really saved by preventing missed appointments, no-shows, and improving the long term health outcomes of the community. It also supports the quality of care requirements of Qualified Health Centers. HealthTran will work with interested communities to help them determine the financial losses experienced from missed appointments compared to the reduction of missed appointments through HealthTran.

The transportation is provided by local public and private transit services and volunteers. Volunteers are reimbursed at a rate of .80 cent mileage reimbursement rate - which is more than the national standard. In addition, HealthTran works collaboratively with the certified transportation providers in the county to understand their needs and capabilities, and will train employees and managers of public and private transit providers to work within the HealthTran system.

Impact

Goals

The goal of HealthTran is to address the growing need for improved transportation options in rural Missouri. Specifically, it is seen as a barrier to health outcomes and Missourians quality of life.
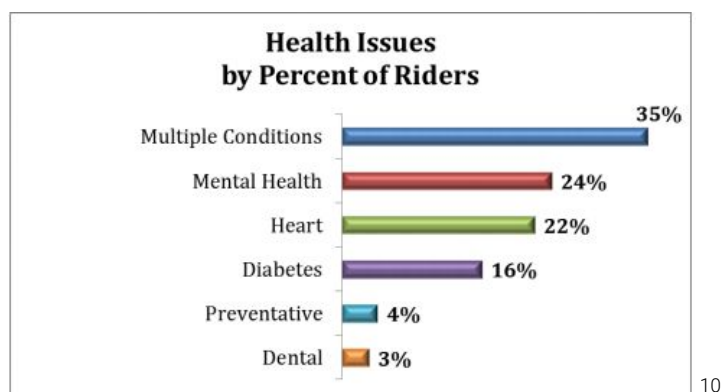
As a secondary goal, reducing the no-show rate is highly beneficial to cost savings for providers and the health care system.

Outcomes and Key Statistics

Within the first 30 months of the pilot project, 723 individuals were referred to HealthTran. The program experienced significant growth in ridership over the piloting period: there were 94 trips in 2014, and then 1,713 trips in the first five months of 2016 alone.[8]

As of September 2015, one provider experienced a 20.2% reduction in missed appointments as a result of patient referrals to HealthTran. 97.30% of health care providers responded they saw better medical outcomes because of the availability of transportation, and 85% of the healthcare providers felt they had experienced an increase in revenue due to the availability of transportation[9]

During the pilot period, the largest single majority of rides were for mental health appointments - 33% of rides.


Health Issues by Percent of Riders

Category	Percent
Multiple Conditions	35%
Mental Health	24%
Heart	22%
Diabetes	16%
Preventative	4%
Dental	3%

[10]

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[8] https://www.morha.org/wp-content/uploads/2016/07/HealthTran-Report-June-2016-Final.pdf
[9] https://www.morha.org/wp-content/uploads/2016/05/HealthTran-2016.pdf
[10] HealthTran: Three-year Wrap Up Evaluation Summary - June 2016,
https://www.morha.org/wp-content/uploads/2016/07/HealthTran-Report-June-2016-Final.pdf

The majority of appointments were for the older age bracket:
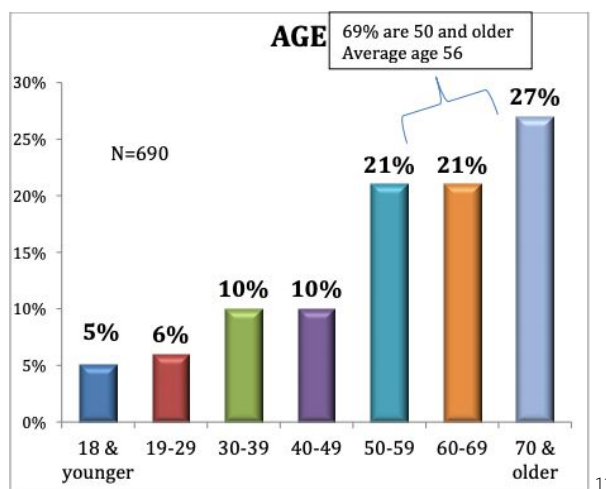
Because HealthTran's region covers a 10-county area, it is difficult to ascertain the direct improvement in public health as a result of their transportation services, but with the adoption of a new referral platform and better data capture, they hope to see this on the horizon starting in 2020.

Additional Information

Organizations Involved

The lead organization is the Missouri Rural Health Association, with initial support from the Missouri Foundation of Health, Missouri Department of Transportation, and the National Center for Mobility Management.

They also work closely with health care providers, transportation providers, local volunteers, economic development organizations, Community Action Agencies, councils of governments, and designated mobility managers

Next Steps

HealthTran recently received a grant from the Federal Transit Authority from the Coordinating Council on Access and Mobility (CCAM). They will use this funding to modify and improve the referral platform technology they are using, as well as expand their program and networks to new territory in Missouri. They recently partnered with two large regional organizations, United Way and a Community Action Agency, that will help

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[11] Services 2014-2016,
https://www.morha.org/wp-content/uploads/2016/07/HealthTran-Report-June-2016-Final.pdf

them connect with more than 15 counties in Missouri. Their goal is to hire "Network Managers" that can manage relationships and transportation on a more regional scale, communicating directly with organizational partners in each county, or directly with providers. Part of the goal of this broader, regional approach is to also address comprehensive health concerns in communities, and thinking creatively about how transportation barriers can be removed for other health factors outside of healthcare appointments. For example, providing transportation to and from farmers markets or community exercise classes are ways that health could be improved with HealthTran's model.

HealthTran is also investigating a payment option plan, where patients who would not normally be eligible for HealthTran services (who use Medicaid Non-Emergency or veterans' transportation assistance, or have access to a vehicle) could pay for transportation at a reduced rate.

They are also working with key partners to draft a statewide Mobility Management Certificate, so they can train community leaders on public health, transit, and networks to help improve overall health outcomes for communities in rural Missouri.

Lessons Learned

In order to be a recipient of Federal Transit Authority (FTA) grants, organizations and initiatives must be incorporated into the regional planning commissions' five-year strategic plan. This requires significant relationship building, planning, and forethought.

HealthTran has experienced difficulty in the technology partners they have chosen, as it has not matched their desire for data collection and producing output results. With the disbursement of the CCAM grant they will be able to collect better data. .

Many people have the conception that transportation is only needed for the lowest income bracket or those on Medicaid, but in actuality, the majority of HealthTran's services have assisted elderly individuals or those on Medicare.

In general, though the model ideally works mostly off volunteer support, building relationships with official public and private transporters has been important to the success of the program. It also required engagement from a broader community audience and participants in the program to receive input on how it might work differently in each unique community.

Sources | Related Articles

Rural Health Information Hub Project Example
https://www.ruralhealthinfo.org/project-examples/859

HealthTran Website
https://www.healthtran.org/

Evalytics, LL, HealthTran: Half-Time Program Evaluation Report, June 2016
https://www.morha.org/wp-content/uploads/2016/07/HealthTran-Report-June-2016-Final.pdf

Missouri Rural Health Association - HealthTran Profile
https://www.morha.org/?page_id=46

NewsPressNow.com, "HealthTran aims to curb transportation barriers" March, 2018
https://www.newspressnow.com/news/business/healthtran-aims-to-curb-transportation-barriers/article_7fed419b-11b3-5b5e-b193-8e50738a7c96.html

Population Growth

- ## St. Louis Mosaic Project, St. Louis, MO

  A 2012 study highlighted the considerable lack of an immigrant population in St. Louis compared to other similar metropolitan areas. The St. Louis Mosaic Project serves as a connector between the foreign-born population and existing services and organizations. In the past five years, this project and regional partners have helped put St. Louis in the top five for fastest growth of foreign-born population compared to other metros.

- ## Say Yes to Dallas, Dallas, TX

  Say Yes to Dallas is a national marketing campaign created by the Dallas Regional Chamber. The campaign features jobs, living, parks and outdoor life, and culture in Dallas and is meant to attract millenials from all over the country. The campaign has maintained consistent content strategy across all of their material by developing material like a Say Yes to Dallas Recruiting Toolkit for companies and HR professionals.

- ## Millennial SWAT Team, Springfield, MO

  The Springfield, MO Downtown Council of Champions applied the model where community leaders visit other cities to see how they function, but instead, sent millennials to other cities. The "Millennial SWAT Team" (dubbed this because it was a one-time effort where people get in and out of the effort quickly), young employees of the Downtown Council of Champions and other organizations in the city were chosen to visit five cities and produce a report describing the type of developments and investments they wanted to see in Springfield.

- ## Say Yes to Spartanburg, Spartanburg, SC

  "Say Yes to Spartanburg" is a digital talent website with a built in job board. The front-end of the site will market many of the County's quality of life amenities, and the job board will allow users to find companies within the region. This job board benefits the related goals of increasing the availability of internships for current college students and attracting boomerang graduates to open jobs.

St. Louis Mosaic Project

Industry	All industries
Phase of the Project	Partnership Development
Location	St. Louis, MO
Geography	Mega City (More than 500,000 people)
Years	2013 to present
Funding Source	They receive two-thirds of their funding from the St. Louis Economic Development Partnership. The other third is from companies and universities that will pay an average of $15,000 to $20,000. Not every organization or company they work with pays into the program. Only some of the universities and companies pay in but the Mosaic Project still provides services. In addition to this, the Project does receive small individual donations as well.

Summary

The 2012 study, "The Economic Impact of Immigration on St. Louis," highlighted the considerable lack of an immigrant population in St. Louis compared to other similar metropolitan areas in the United States. In 2013, a follow-up report with recommendations to increase the population was drafted. One recommendation was to better connect the business community with the foreign-born population. With this knowledge, leaders recognized the need to attract and retain the foreign-born population in the region.

A 32-person steering committee, made up of regional economic development, civic, faith, academic, and agency leaders, was created to steer this effort forward. The key strategic areas were: Business & Talent Retention; University Engagement; Government Affairs; Communication & Attraction; and Quality of Life. Each of these areas is assisted by various groups and associations in the region.

The St. Louis Mosaic Project serves as a connector between the foreign-born population and existing services and organizations. They don't directly provide many services but focus on establishing relationships with these organizations for referrals.They are only focused on attraction and retention of the foreign-born population and are a non-partisan

501c3 organization with a governmental 501c4. On their website, they have an
ecosystem map that shows all the organizations involved in immigration.

Programs

- **Mosaic Companies**: Companies can join this program at a silver, gold, or platinum level if they are already participating (or pledge to participate) in supporting the international community by promoting an inclusive and diverse environment, encouraging their employees to become Mosaic Ambassadors, and supporting other ways to create a welcoming immigrant community. Companies can fill out the St. Louis Mosaic Project's checklist to evaluate their own efforts. For instance, if a company provides visas, they will qualify for the gold level and be promoted. If a company wants to try to provide visas or are unsure about practices for hiring immigrants, the St. Louis Mosaic Project has eight immigration lawyers that will provide a free phone call to the company. If the company needs more help, they can hire one of these lawyers.
- **Mosaic Ambassador Program**: The Mosaic Project also has an Ambassador program in which local St. Louisians are paired with an immigrant to welcome them to the region by hosting them for dinner and exploring the city with them.
- **Women's Connector**: This program is a partnership between the St. Louis Mosaic Project and the Woman's Club of Washington University of St. Louis and is designed to connect international women to local women for activities and professional connection. This effort also consists of the International Spouses Meet Up Group (created to help spouses break barriers and settle down in the area) as well as the International Women Mentoring Program.
- **Mosaic Connector Program**: This program works to connect international students to the St. Louis Regional Business Council to increase internships and mentorship. This effort helps students build professional networks, encouraging them to invest in the region long-term.

Capacity

There are 2.5 full-time staff members and 3 interns. They use the International Institute as consultants on the Spouse Connector and Women's Connector programs.

Impact

Goals

There are three goals of the project:

1. To make St. Louis the fastest-growing U.S. major metropolitan area for immigration
2. To increase the foreign-born regional population by 25,000 (compared to their 2016 baseline numbers)
3. 100 news postings per year on their news site

Outcomes and Key Statistics

In the past 5 years, the Mosaic Project and regional partners have landed St. Louis in the top five fastest growth of foreign-born population vs other metros.

These outcomes are monitored by consultants (like the International Institute) and interns of the Project by reviewing web articles and other data sources.

Additional Information

Organizations Involved

St. Louis Economic Development Partnership, World Trade Center St. Louis, Regional Chamber, Universities, Regional Business Council, immigration and community groups.

Next Steps

The next steps are to continue to build on these efforts. The Women's Connector is the newest program to be added. The Project has tried to create programs quickly to address needs as they arise.

Lessons Learned

This program relies on connections to existing organization; the model is not meant to create additional services. In order to best facilitate this project you need:

1. Data - You need data that shows the need to grow the foriegn born population (or population in general.) This helps the central organization advocate for economic development, governmental, and other non-activist related entities come to the table.

2. A steering committee - The members of this steering committee need to be representative of the community. It should not be all of immigrant advocacy organizations (they already know how important immigrants are to the area.) It's crucial to have business leaders, government representatives, education professionals, and other organizations involved to emphasize the economic and social significance of immigrants in the region.
3. A natural connector to lead the organization - The executive director or leader of this effort should have a marketing background and be aware of the resources in the area. They will be in charge of outreach and making sure all the success stories are marketed for attraction efforts. The person will need to be comfortable being non-partisan but advocating for policies that make economic sense (e.g. contacting the mayor when a refugee resettlement situation comes up).

Recognition

Recognized as a best practice by Global Detroit as well as the Internal Organization for Migration.

Other similar programs

WE Global Network is comprised of more than 30 regional economic development organizations in the Midwest focusing on harnessing the potential of immigrant populations. Some other cited programs are Global Cleveland and Global Detroit.

Source | Related Articles

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St. Louis Mosaic Project Website
https://www.stlmosaicproject.org/about-us.html

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Say Yes to Dallas

Industry	All
Location	Dallas, TX
Geography	Mega City (More than 500,000 people)
Years	2017
Funding Source	Funding came from the Dallas Regional Chamber. In the first year, existing resources were shifted so no new money was needed. To pay for the next few years, money was fundraised through the campaign and through membership to the Chamber.

Summary

Say Yes to Dallas is a national marketing campaign created by the Dallas Regional Chamber. Launched in 2017, the campaign came from the strategic planning process for the Regional Chamber in which the organization and company leaders realized they didn't have a dedicated team or department driving talent attraction in the region. The Talent Attraction Department was then created by shifting existing resources and no additional cost.

In 2016, the Talent Attraction team began building their talent attraction effort. This started with a nationwide survey of millenials (to get an outside perspective on Dallas) and five focus groups in the region (to get a local perspective.) Local focus groups involved local millennials but also newcomers to the area, company executives, and other populations in the region. All of this information informed the development of the Say Yes to Dallas campaign. (The campaign itself and the survey was done by a contracted agency, but the staff of the Talent Attraction department created all of the content.)

Part of the development of the campaign was to create the Talent Council, a working group of companies and members of the Dallas Regional Chamber concerned with the talent attraction. This group has provided feedback on ideas and materials.

The campaign features jobs, living, parks and outdoor life, and culture in Dallas and is meant to attract millenials from all over the country. Targets are to retain over 45,000 of the recent graduates in the area, attract over 272,000 graduates from the state of Texas, and attract skilled workers from the southeastern part of the United States as well as other major metropolitan areas like New York City, Chicago, and San Francisco.

In the years since the campaign launch, the Talent Attraction Department has created a consistent content strategy across all of their material. This consistency has helped the brand and campaign grow.

The Website

In creating the website for the campaign, a deliberate decision was made to not have it housed on the Dallas Regional Chamber's website. Based on background information about millenials, there was a desire to make this campaign authentic and not let people know they are being sold. The website has a cost calculator, an idea they got from CNN Money's website. This feature allows people to see what it would cost to live in various areas of the Dallas region and has been replicated across other cities' attraction campaigns.

Supporting Events and Programming

The Say Yes to Dallas campaign includes two different types of events as part of the programming. One type of events focuses on young people. Say Yes to Dallas works with the members of the Chamber to facilitate an intern mixer during the summer to help interns network in the region. The campaign also co-hosts a happy hour for newcomers with the Young Professional organization affiliated with the Chamber. The other type of events support the businesses, recruiters, and HR professionals in the area. Say Yes to Dallas campaign holds a Talent Talk a few times a year to keep these organizations updated on recruiting resources and teach them how to sell the region.

Toolkit

The toolkit came out of the Talent Council meetings. Companies wanted something to give to candidates looking to move to Dallas so the Talent Attraction Department created this resource as a starting point. The toolkit includes:

- Key messaging points - These are the quick selling points like the affordability of rent, the safety of the area, which neighborhood is best for certain types of people, and other information.
- Marketing materials - Members of the Chamber can easily download these materials to share.
- News and research - The campaign tracks new mentions and any of their research for members to be able to share
- Relocation guide - Members of the Chamber can bulk order these for distribution

Essential Guide

While the toolkit is meant to be used by businesses looking to attract people, the Essential Guide is for people looking to move to Dallas. This is exists online and features twelve different aspects of Dallas: The Dallas Region, My Dallas Story, Videos, Myths about Dallas, Weekend in Dallas Guide, Hidden Gems, Moving Checklist, Your First 30 Days, and Important Laws to Know. This provides an easy way for people to educate themselves about Dallas.

Capacity

The Talent Department has 3 staff members. They are the Vice President of Talent Attraction, a Content Coordinator, and a Campaign Director.

Impact

Goals

The two goals that came out of the 2015 Strategic Plan starting this effort were:

1. To market the Dallas region to attract and retain talent
2. To advocate and promote quality of life initiatives

Targets are to retrain over 45,000 of the recent graduates in the area, attract over 272,000 graduates from the state of Texas, and attract skilled workers from the southeastern part of the United States as well as other major metropolitan areas like New York City, Chicago, and San Francisco.

Outcomes and Key Statistics

The campaign measures impacts in two different ways:

1. The overall goal of growing the population of people with a 4- year degree - This is measured by Census data but due to the lag of this information, they don't have data for the years the program has existed yet. By the end of 2020, they should have more helpful information.

2. The tactics highlighted for every year - These refer to website additions, the creation of a newsletter, and other tools they are using to attract people to their area. For instance, as of 2018, their website has been viewed over 100,000 times.

Additional Information

Organizations Involved

Dallas Regional Chamber

Next Steps

When Dallas did not with the Amazon HQ2 bid due to the lack of a technical workforce, the Chamber decided to shift some of the focus of the attraction efforts to tech workers throughout the country. This will be an additional segment (besides Millennials) to develop targeted messaging and materials.

Another plan is to start developing messaging for police officers, teachers, firefighters, and other public service-oriented jobs. The campaign will be working with the local police and schools to help market the Dallas region.

Lessons Learned

1. It's helpful to carve out a specific department focused on talent attraction to maximize the impact of a campaign. If the topic is lumped together with communications or some other area, talent attraction might not be a top priority.
2. Make sure to measure the smaller tactics used. By creating these measures upfront, it allows for better tracking even when data lags.

Source | Related Articles

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"Hey millennials, why don't you want to move to Dallas? Business people are asking",
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Millennial SWAT Team

Industry	All industries
Phase of the Project	Measurement & Evaluation
Location	Springfield, MO
Geography	Small City (50,000 - 149,999 people)
Years	2015 until the present
Funding	The cost of this program was roughly $90,000. The 22 regional employers who paid $4,000 for participants in the program were the funding source.

Summary

Leaders in Springfield were searching for ways to attract, retain, and engage young people in the local community. In 2016, the Downtown Council of Champions, a group of organizations and businesses invested in improving downtown Springfield (along with the City of Springfield) had an idea to solicit information from millenials about what they wanted to see in Springfield. The Council decided to apply the model where community leaders visit other cities to see how they function but instead, send millennials to other cities.

Called the "Millennial SWAT Team" (dubbed this because it was a one-time effort where people get in and out of the effort quickly), young employees of the Downtown Council of Champions and other organizations in the city were chosen to visit five cities and produce a report describing the type of developments and investments they wanted to see in Springfield. Within three weeks, the Council developed worksheets and itineraries for millenials' visits. Young people explored the cities of Salt Lake City, Utah; Lincoln, Nebraska; Chattanooga, Tennessee; Des Moines, Iowa; and Austin, Texas.

The Report

After their experiences in these cities, the group made recommendations through a report for Springfield, ranging from embracing abstract values to building large-scale construction. Some recommendations were for the city to embrace diversity (citing the election of an LGBTQ mayor in the traditionally religious and conservative city of Salt Lake City), better outdoor/ green space (which the Springfield is pursuing), and to make the downtown more pedestrian-friendly with "instagrammable" points of interest.

Initially, some of the easier recommendations were implemented like a bike share program and alleyway art projects. However, as the city begins the comprehensive planning process soon, this report is top of mind for recommendations and has helped keep millennials engaged.

Capacity

There is no staff for this initiative.

Impact

Goals

The goal was to hear about what young people want to see in Springfield to better attract and retain them in the region.

Outcomes and Key Statistics

They don't have any data yet on how this has grown the population. However, this has made a noticeable difference in the engagement of young people and a number of them are now leading and involved in planning efforts.

Additional Information

Organizations Involved

Springfield Regional Chamber of Commerce, Downtown Council of Champions, the City of Springfield

Next Steps

As Springfield moves into their comprehensive planning process, the recommendations from the report will be a major input of the plan. The members of this team still meet informally with each other and with the city to stay involved in efforts.

Lessons Learned

The SWAT Team was a great way to stoke excitement in young people in Springfield. The quick pace allowed for people to be briefly involved and sustain the energy. To improve

this model, it may be beneficial to create a formal structure for after the report is created to set up an advisory board or routine coordination/contact with the SWAT team.

If there are already focus groups involving Gen-Z occurring in Evansville, there could be an opportunity to build from these meetings and turn those participants into an advisory council (similar to this effort in Springfield).

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Say Yes to Spartanburg

Industry	All industries
Phase of the Project	Initial Launch
Location	Spartanburg County, SC
Geography	Large City (150,000 - 500,000 people)
Years	2018 - Present

Summary

Spartanburg County has seen significant growth and investment in the last few years, with nearly a quarter of state investments coming from county projects. Cumulatively, it has generated north of $2 billion in investment in just three years. Its economy today is robust, boasts the 19th fastest growing county among millennials, and is experiencing a tight labor market. There are 1.2 jobs for every person and the unemployment rate is three percent.

To build off of this momentum, the County launched OneSpartanburg, a five year economic strategy, in 2016. The plan outlined three areas for talent: development, retention and attraction. Since the plan, Spartanburg has embarked on a number of initiatives to reach its talent goals - specifically, increasing the availability of internships for college students and focusing on kindergarten readiness. This year, the County is set to launch "Say Yes to Spartanburg" - a digital talent website with a built in job board on the site. Users can find logos of companies within the region hiring and click to see their open jobs. The front-end of the site will market many of the County's quality of life amenities.

Implementation

The digital campaign has three phases of implementation. There is not a set timeline for each phase, but each include a specific budget item.

1. **Phase I: Boomerang**
   Leveraging the community's recent growth, the County seeks to attract those who have left Spartanburg for new opportunities. Using National Clearinghouse Data, the community can identify where every single high school graduate attended college and track where they are now. Through the digital campaign, the

community will look at buying ads and billboards in these targeted markets (say Charlotte and/or Atlanta). The community sees an opportunity with older, mid-career boomerangs

2. **Phase II: Intraregional**
   Despite data showing that Spartanburg County gains the most residents in the County this year, the community sees itself in competition with neighboring Greenville County. In this phase, the community will double down on its recent growth and attract those in the surrounding area into Spartanburg.

3. **Phase III: Private Sector Engagement**
   Modeled after Say Yes to Dallas, the community will sit with local companies and assess their talent needs. Employers will identify the type of workers are they looking for or are in need of and the Spartanburg Chamber will conduct highly customizable talent campaigns aimed at this target audience. The campaign will sell the community, while the employer sells the job opportunity.

The Chamber has hired a local marketing and web company to design, launch and maintain the site. It has also partnered with another marketing firm to run its digital campaigns (primarily billboards and social media campaigns). The site will be managed in-house. The Chamber is fortunate to work in close partnership with its tourism and downtown economic development partners - all of whom are housed in one organization.

Data Tools

The County partnered with its regional economic development marketing organization, "Upstate SC Alliance" on a regional talent effort. The regional effort utilized data from and talent insights from DCI on what people were looking for in a place to relocate. The County is utilizing these insights to inform what assets and opportunities to market - front and center - for this digital campaign. Additionally, the County has entered into a partnership with the Spartanburg Academic Movement (SAM) to utilize National Clearinghouse Data to track recent graduates. Though SAM's use of the data is to find those 42% of kids who intended to go to college but didn't, Spartanburg's is most interested in the 58% who did finish. The County sees an opportunity to track kids who have gone off to college nearby and bring them back.

Metrics and Outcomes

Say Yes to Spartanburg replaced a more traditional, brochure and events approach to talent attraction efforts done by the County. Because this is the first digital talent

platform, any success in gaining traffic is a plus. The County has explored tracking the following:

- Number of engagements on the site
- Visits to the Job Boards
- Feedback Form Submissions

The County hopes to capture names and addresses of those who fill out a feedback form and do targeted marketing to that individual.

Funding

Say Yes to Spartanburg is an outcome of the five year strategic plan, OneSpartanburg, which launched a few years ago. The plan included 42 recommendations, majority related to talent. The County fundraised 4.5 million for the entire effort in 60 days, securing the digital campaign funds to operate through 2021. The campaign is anticipated to cost over $100,000 ($30,000 - $40,000 for web development and another $40,000 - $50,000 for the digital campaigns). In the future, the Chamber will explore company sponsorships for the site in Phase III.

Lessons Learned

Spartanburg noted that part of its digital campaign included understanding what makes its community unique, and using those special quality of life aspects to their advantage. Some examples mentioned include:

- Downtown has painted crosswalks by local arts
- Downtown electrical boxes are wrapped with regional college logos, which provided a lot of buzz for the City on social media
- Partnering with the arts community to subsidize live artists on street corners, activating downtown as a vibrant gathering place for children and families.

Additional Information

Sources | Related Articles

OneSpartanburg Community and Economic Development Plan
http://www.onespartanburg.com/

Employment and Wage Growth

- **Economic Development for Central Oregon (EDCO) - Tech and Biotech cluster and small business support, Bend-Redmond, OR**

  The Milken Institute's Best-Performing Cities U.S. index ranks Bend-Redmond, OR is the top-performing three years in a row. Economic Development for Central Oregon (EDCO) focuses Technology, BioTech, and traded sectors lead by many small firms and entrepreneurs. EDCO's mission is to create middle-class jobs in Central Oregon by: recruiting new employers to move to the region; helping entrepreneurs start new, scalable businesses; and working with businesses that are already here to grow their operations.

- **TeamNEO, Northeast OH**

  In 2003, Team Northeast Ohio (Team NEO) was founded to lead business attraction efforts, support business retention and expansion work as Northeast Ohio's JobsOhio affiliate, accelerate the impact of innovation in the region, and align strategies and resources within the economic development network. Now, Team NEO's innovation cluster strategy targets Smart Devices & Systems/IoT and Additive Manufacturing.

- **Grow the Supply Chain and Close Gaps, Various Locations**

  There are a number of strategies that can be implemented following a supply chain analysis. There are several approaches to close gaps, including co-locating suppliers, addressing needs through supply chain mapping, leveraging supply chains to encourage reshoring, inserting technology into the supply chain, and expanding product lines and supplier matching.

Economic Development for Central Oregon (EDCO) - Tech and Biotech cluster and small business support

Industry	Technology and BioTech cluster and traded sectors lead by small firms and entrepreneurs
Phase of the Project	Partnership Development
Location	Bend-Redmond, Oregon
Geography	Large Multi-County Region (150,000 - 500,000 people)
Years	2010-present
Budget	Economic Development for Central Oregon (EDCO) has a staff of 12 that supports three counties in central Oregon. As a membership organization, they rely on public and private members for funding.

Summary

The Milken Institute's Best-Performing Cities U.S. index provides a way to measure which American metropolitan areas offer the greatest opportunities for prosperity and innovation across the nation. The BPC index measures each metro area's economic performance using outcomes-based metrics such as job creation, wage gains, and technological developments to evaluate their relative growth.

For the third year in a row, Bend-Redmond, OR is the top-performing small metro, thanks to unmatched job and wage growth. The entrepreneurial community in BendRedmond is contributing to the metro's strong high-tech performance. The region has invested in its knowledge-economy with the Oregon State University-Cascades Innovation Co-Lab, an incubator and educational resource for entrepreneurs. Bend-Redmond's scenic location and quality of life are attractive to new residents and tourists, drawing people to the area.

Key findings from the Milken Institute's report:

- High-tech industries continue to fuel growth in many of the best-performing cities, creating opportunities for highly-skilled workers.

- Low unemployment rates and a shortage of skilled labor are spurring more competition for knowledge-workers, putting upward pressure on wages in the tech sector.
- The national economy provides a strong base for regional growth with soaring stock markets, low inflation, and high employment supporting consumer confidence.

(For the complete report, see: https://www.milkeninstitute.org/sites/default/files/reports-pdf/BPC-US-2018-WEB.pdf)

Bend-Redmond has become a place for entrepreneurship driven by tech and biotech among other industries. The high-tech sector has become an anchor industry for the metro, which diversifies the economy beyond health care and tourism. The metro's high-tech GDP grew 4.1 percent from 2016-2017, continuing year-over-year rank increases.

A main driver in this effort is the Economic Development for Central Oregon (EDCO). EDCO is a non-profit corporation supported by private and public members and stakeholders, whose mission is to create middle-class jobs in Central Oregon by: recruiting new employers to move to the region; helping entrepreneurs start new, scalable businesses; and working with businesses that are already here to grow their operations. (See more at: www.edcoinfo.com)

Whereas TeamNEO focused on two cross-cutting industry clusters, EDCO focuses its industry efforts on industry diversification. For EDCO, the strategy focuses on industry diversification, attracting and growing small businesses, and a relationship-oriented approach. EDCO leaders credit Bend, Oregon and the central Oregon region's recent wage growth success to long-term strategies, including:

- **Industry Diversification** - In the last century, the collapse of the timber industry in central Oregon disrupted logging operations, timber mills, and related tracking, supply chain, and support organizations. Over-reliance on one industry proved problematic. This lesson was again repeated during the 2008 recession with the over-reliance on the aerospace industry. A major manufacturer left, and the region lost 1,000 jobs and 80% of GDP in the aerospace industry. Put together, these lessons pointed to a need for economic development strategy targeting multiple industries, with a focus on industry diversification.
- **Quality of Life Improvements** - Bend, Oregon is now touted as one of the best places to live, but this hasn't always been the case. As little as 25 years ago, the city was littered with two-star motels, and people viewed the city as a place to stop

for gas on the way to their vacation. Community leaders saw potential to make quality of life improvements that over time could attract entrepreneurship and executive talent to the region. The idea was to eventually bring back talent that had vacationed to the region as children. The playbook for this strategy leveraged tourism to draw future executives to the region. Over time, the progression looked like this: Timber to Tourism to more high wage industry sectors like Semiconductors. Tourism was a means to an ends for industry diversification and executive recruitment, because regional leaders recognized that they could not jump straight from their past economic state to their now high wage sector mix.

- **Leverage Unique Assets** - In a region that is geographically isolated (Bend, Oregon is separated from the major metros of the west coast by a mountain range) and not located along a major highway, Bend does not have these generic infrastructure assets to build off of. Instead, it has leveraged unique assets in the region and made investments in quality of life improvements that are now paying dividends.

- **Focus on the Little Guys** - EDCO's service offerings are designed for all sizes of businesses. The strategy of quality of life and tourism asset improvements have, over time, helped recruit executives of small firms who are deciding to locate in the Bend, Oregon region. Many economic development organizations say they support small businesses, but EDCO makes this a core tenant of their mission. EDCO believes in helping small shops because they believe that locating and supporting small businesses in the region can lead to growth. EDCO has no requirement of minimum size-of-deal (i.e. base number of promised jobs or capital investment) that attracted business need to demonstrate to receive business attraction outreach from EDCO.

- **Support the Network** - EDCO operates a business calling program with outreach to 350 businesses a year. Many of the organizations that EDCO serves are small businesses. Because of their size, some businesses have limited staff capacity within their organization at the executive level. These small business leaders can feel isolated, especially when making business decisions. EDCO supports these businesses by connecting them through networking events and industry groups. Each industry has unique needs and EDCO has tailored its efforts to each group. For example, some smaller industry groups have asked EDCO to be the fiscal agent for their group.

- **Activate the Network** - Once they are a part of EDCO's network, businesses are called on to help onboard and support other businesses. Small businesses are asked to serve as references to potential relocators. Additionally, businesses in diverse industries are encouraged by the EDCO to build intra-organization capacity

through the creation of industry groups. For example, EDCO lead the formation of a specialized outdoor equipment industry group.

- **Tailor Services to Clients** - Sometimes holding on means letting go. Because of the number of small businesses in the region, acquisition is commonplace. Rather than fight companies from being acquired (a sale is usually indicative of a company acting in its own best interest), EDCO has worked with clients to develop a high degree of operational sophistication. This way, if the acquiring company doesn't have the same degree of sophistication, the larger organization will maintain the Bend location as an outpost.
- **Emphasize Relationships** - Because of its history of making and maintaining relationships with small business owners, EDCO has fostered a mentorship network of 350 executives. These executives act as mentors for other companies in the region. As noted in the Milken Institute report, "Interpersonal networks allow people to point talent to others, even competitors, who are interested in hiring. This network is a strength, but scalability may be a challenge as more people migrate to the area. Yet the business community is motivated to maintain the cycle of collaboration. The phrase 'paying it forward' describes the network and how the community operates in general... The small size and connectedness of the business community helps to enforce norms and integrate in-migrants."

Taken together, these efforts have helped attract businesses to the region, strengthen the ties between existing high wage sectors, and reinforce the regional supply chain. In the future, EDCO plans to build the network of small businesses across diverse industries and improve their culture of entrepreneurship. Some strategies include increasing entrepreneurship activity by developing incubators and increasing access to early stage funding:

- Cascades Co-Lab - Recently, risk capital and entrepreneurial infrastructure expanded in 2018 when Oregon State University-Cascades (OSUCascades) opened its Innovation Co-Lab. The Co-Lab joins various incubators and investment funds in Bend that provide support for the high-tech sector. The knowledge based economic engine of the metro should continue to see growth as the university continues to provide new graduates. (See more at https://osucascades.edu/co-lab)
- Cascade Seed Fund - EDCO received a $233,000 grant to create Cascade Seed Fund over the course of four years and employ a fund manager. Cascade Seed Fund is a regional early-stage investment fund that brings angel and institutional investors together to back great entrepreneurs and strengthen the regional economy. Cascade Seed Fund has made 28 investments in five years and

deployed $4 million since 2014. Annually, the fund has supported the creation of 40 jobs. (See more at: https://cascadeseedfund.com/)

- Seven Peaks Ventures - Founded in 2013, Seven Peaks' mission is to give entrepreneurs throughout the Pacific Northwest an "unfair advantage" in building and scaling their businesses by not only providing them with capital but access to experience, expertise and networks that can help them execute on their vision. Seven Peaks Ventures focuses on technology companies. (See more at: http://sevenpeaksventures.com/portfolio/)
- Bend Venture Conference - Bend Venture Conference is the largest angel conference on the West Coast and has been hosted since 2004. The conference helps drive resources, but also visibility and exposure for participants. (See more at: https://bendvc.edcoinfo.com/about/)

EDCO's focus on entrepreneurship, small businesses, and traded sectors leaves local chambers of commerce free to support other businesses and tackle issues like workforce training or street revitalization that are relevant to their communities. (See more at: https://www.milkeninstitute.org/reports/regional-performance-over-time-case-study-bend-redmond-ore-metropolitan-statistical-area)

Coordination between EDCO and local governments allows for clear roles in development efforts. Recruitment of businesses is run through EDCO until contact is made with the relevant public office. EDCO's recruitment efforts are a driver of the region's economic diversification, and the organization is credited with connecting and convening the right people in productive discussion. It has tried to develop a well-rounded high-tech sector and promote the beer and cider industry while facilitating the growth of the outdoor goods sector.

The governance structure of EDCO is key to its success. Each municipality in central Oregon is represented on its board of directors. The rest of the board is composed of business stakeholders from education, finance, utilities, employment services, and real estate. EDCO covers a three county region, and each community has a satellite office and local advisory board that helps hire staff and helps that staff person be successful. A shared database between staff means that they advise companies based off of assets present in each community, rather than compete with neighboring jurisdictions.

Because EDCO is a non-government organization, it can pilot a program, operate it for two to three years, and move on if it is not successful. EDCO works with its board to identify opportunities and quickly adjust programming to match industry needs. Currently, EDCO's current programming is built around three areas:

- **"Move**: We attract and guide manufacturing, high tech, and other companies through the relocation process as a resource for regional data, incentives, talent, site selection and more. There are a variety of reasons for a business to move their operations to Central Oregon, including a diverse and dynamic business community, top-notch talent, some of the Northwest's lowest operating costs, critical infrastructure, some of the lowest cost utilities in the country, and, yes, it's true, a real work-life balance.
- **Start**: We mentor and advise scalable young companies from concept to exit on issues such as access to capital, critical expertise and strategy. Entrepreneurship is in Central Oregon's DNA! We are fast becoming one of the most dynamic environments for startups in the country. We have a large population of brilliant and experienced risk takers who are building their own companies while tapping an impressive pool of local talent. Innovative, robust business platforms and support programs are busy helping local startups grow smart and fast. Seasoned people are retiring here with decades of expertise in biotech, high tech, manufacturing, aerospace, and other industries and are actively partnering with new ventures to advise, invest in and scale companies to success.
- **Grow**: We partner with local traded-sector companies to help them grow and expand. Local, traded-sector businesses create the job engine of the Central Oregon economy by exporting products and services out of the region and importing wealth back into the community. They provide steady employment and economic stability for current and future generations, invest and give back to our community and are the foundation on which we continue to grow and diversify the region. EDCO acts as an advocate and assists in finding financing, collaborating with local municipalities and agencies, sourcing vendors, workforce training, and recruiting employees."

Impact

Goals

Recover from the economic downturn from the recession, and prepare for the next economic challenge through strategies investing in traded industries like technology and biotech, and by supporting small businesses and entrepreneurs.

Outcomes and Key Statistics

The Milken Institute's Best-Performing Cities U.S. index ranks Bend-Redmond, OR is the top-performing small metro, thanks to unmatched job and wage growth.

The metro's high-tech GDP grew 4.1 percent from 2016-2017, continuing year-over-year rank increases.

Bend ranks #1 on Forbes' annual look at the Best Small Places for Business and Careers. (See: https://www.forbes.com/sites/kurtbadenhausen/2016/10/19/bend-ore-heads-the-best-small-cities-for-business-and-careers-2016/#490c21b9d0e0)

Qualitative impacts include the creation of a community of businesses within the traded sectors. Because these businesses sell outside of the region, EDCO's outreach as a trusted partner, the networking events, provides an opportunity for support, especially for small businesses with executives who may otherwise feel isolated.

EDCO has also fought perception for years of only supporting large projects. Now, deal flow and most of programming are with small companies. EDCO focuses on any beachhead opportunity available and hopefully make it grow for an attain and grow in place strategies. Over time, this insistence on supporting small businesses have gained EDCO the reputation of "they actually do support small companies."

Additional Information

Organizations Involved

Economic Development for Central Oregon

Recognition

The Milken Institute's Best-Performing Cities U.S. index

Sources | Related Articles

Milken Institute, "Best Performing Cities: Where America's Jobs Are Created and Sustained." https://www.milkeninstitute.org/sites/default/files/reports-pdf/BPC-US-2018-WEB.pdf

Economic Development for Central Oregon. https://edcoinfo.com/

Content supplemented with an interview with Roger Lee, CEO at EDCO and Kip Barrett, Bend Area Director at EDCO

TeamNEO

Industry	Additive Manufacturing, Smart Manufacturing
Phase of the Project	Strategy, Measurement & Evaluation
Location	Northeast Ohio
Geography	Mega Multi-County Region (More than 500,000 people)
Years	1990s-present
Budget	Multiple investments over a long-term strategy. Funding was allocated for research, business growth and attraction, entrepreneurship and innovation, talent development and educational attainment, racial and economic inclusion, and government collaboration and efficiency. (See: https://www.slideshare.net/futurefundneo/recent-research-on-the-northeast-ohio-economy-an-annotated-bibliography) More recently, philanthropic grants have been used to fund research into a commercialization roadmap for smart manufacturing. This was matched with funding from JobsOhio, and contributions from cluster members, both from membership dues and for some employers beyond basic membership levels.

Summary

The Brookings Institution notes that, "regional economies grow and decline based on their ability to specialize in high-value industries and then evolve those specializations over time. The practice of cluster-based economic development aims to capture the economic advantages that accrue for firms when they cluster together in place." (See: https://www.brookings.edu/wp-content/uploads/2018/07/201807_Brookings-Metro_Rethinking-Clusters-Initiatives_Full-report-final.pdf) Michael Porter also outlines the basics of industry clusters in his article, "Clusters and the New Economics of Competition" in the Harvard Business Review (See: https://hbr.org/1998/11/clusters-and-the-new-economics-of-competition, https://www.youtube.com/watch?v=mF2CsUcwFrw)

In the mid-1990s, economic development organizations in Northeast Ohio launched initiatives to accelerate economic growth in the region based on building clusters of suppliers, customers, and resources in key industries. From 2000 to 2002, public and private actors in the region started initiatives and took actions that, in less than a decade, led to a thriving biomedical industrial cluster in the Cleveland area. The innovation

network at the heart of the cluster is comprised of professional nonprofit development organizations and revamped, professionally staffed universities transfer units. The cluster was dynamic and self-reinforcing, attracting new companies, large-scale federal funding, and other public and provable investments. (See: http://docs.wixstatic.com/ugd/330dd4_0e7030867749425bb512b77e1a5a34b4.pdf)

In 2003, Team NEO -- a business development organization focused on creating jobs for Northeast Ohio residents -- was founded to lead the region's business attraction efforts. TeamNEO was formed because major company headquarters were leaving the region. FirstEnergy Corporation, the Greater Akron Chamber, the Stark Economic Development Board, the Youngstown/Warren Regional Chamber, and the Greater Cleveland Partnership were founding partners. These organizations came to recognize that Cleveland, Akron, and Youngstown were all part of the same supply chain economy.

In 2011 and 2012, Ohio Governor Kasek sought regional partners to compliment the Jobs Ohio effort. TeamNEO was the right partner for Jobs Ohio for the northeast region of the state. With this change, TeamNEO's scope grew from solely attraction efforts to include helping to companies inside the region as well. TeamNEO is now the point of contact for companies and the state Jobs Ohio effort.

In 2013, TeamNEO undertook a regional economic competitiveness strategy effort. As part of that effort, a key statistic emerged: that the region was driven by core tradable sectors (chemicals, energy, biohealth, automotive, professional services headquarters). These tradable driver industries made up 40-50% of the economy. Cutting across all of those sectors is advanced manufacturing. However, at that time, the data pointed to limited innovation and slow growth in advanced manufacturing in the region. NorTech, a coalition of technology organizations, was already working on understanding emerging technologies that would be applicable to northeast Ohio. The decision was made to bring innovation closer to industry. In 2015, NorTech and TeamNEO combined under TeamNEO to merge industry with innovation.

From 2015 to present, three emergence growth clusters were identified:

1. Additive manufacturing
2. Smart devices and systems → this has transitioned to smart manufacturing
3. Energy storage → this has transferred out to another organization (Techbelt) because it did not represent as much immediate commercial potential as the other two clusters.

Now, TeamNEO focuses on the Additive Manufacturing Cluster and the Smart Manufacturing Cluster. These industry clusters are technology-focused, not

industry-focused. Multiple industries can come together through the cluster networks to discuss similar technological applications. For example, a particular technology could have an impact on both the automotive and aerospace industries. (For more information about TeamNEO's innovation clusters, see: https://teamneo.org/innovation-clusters/)

Additive Manufacturing Cluster - TeamNEO operates a membership-based organization dedicated to helping companies in Ohio accelerate the use and adoption of 3D Printing Technologies. Additive manufacturing is seen as a catapult for the slow growth tradable industries at the core of Northeast Ohio's economy. Focus on this cluster has been part of a long-term strategy, investments, and partnerships. Investments in these technologies paid off and outside observers have started to view Northeast Ohio as a center for additive manufacturing. In 2012, Northeast Ohio was selected as a location for a flagship Institute for Manufacturing USA. Northeast Ohio is home to America Makes, the national accelerator for additive manufacturing and 3D printing.

Smart Manufacturing Cluster - TeamNEO operates a membership-based cluster dedicated to smart manufacturing and internet of things. This cluster connects internet of things knowledge, experience, tools, market intelligence and networks with manufacturers to drive implementation and innovation in the region.

Regional Innovation Clusters connect companies, academic and research institutions with opportunities to collaborate and take advantage of new technologies that build on the industrial, organizational and workforce strengths of the region. TeamNEO's mission is nurturing innovation clusters that will generate continued growth and competitiveness in Northeast Ohio's driver industry companies and strengthen the economy. The Cluster Value Proposition of TeamNEO includes:

- Facilitate "Seeker-Solver" networks, filling innovation gaps identified by driver industry market leaders by matching them with small/mid- size technology companies.
- Assist in building out competitive regional supply chains.
- Assemble cluster building working groups and project teams.
- Generate "knowledge building" events and tools. Promote networking.
- Conduct technology scouting.

Staffing for this effort is 2.5 FTE, including a vice president level and program manager level plus additional staffing for events and marketing/communications. For each cluster, TeamNEO provides the following specific services:

- Assessment for adopting technology - These self-assessments, completed by the company, are designed to see where your company is on the additive manufacturing or internet of things journey. The 60-question assessment evaluates the company's digital maturity and readiness for implementation. It tracks things like level of management buy-in, where the company is along the digital transformation spectrum, availability of budget, and presence of a champion in the organization. Results are complementary and confidential and provide a relative score based on where the company is on a continuum. At the end, companies are offered a follow up with consultation from "solvers" within the network.
- Supplier networking events - Networking events are not formal supply chain matching, but create the culture for "seeker-solver" relationships across the supply chain to develop. Cluster events are held once a quarter to draw companies together. TeamNEO drive formation of these events. Solvers bring break out session content; manufacturers bring testimonials and implementation stories.

In November 2018, Team NEO, with the help of its Working Group, completed a Smart Manufacturing IIoT Roadmap for Northeast Ohio. (A recent news article discusses this process, see: https://www.crainscleveland.com/manufacturing/team-neo-releases-new-roadmap-industrial-internet-things). Staffing requirements were six months FTE for research and analytics, six months FTE at the director level specializing in sensors, instruments and controls, an additional FTE and an additional 25% at the managerial and administrative oversight level. The effort was also supported by in-kind time from the working group.

The purpose of the Roadmap was to establish a regional IIoT commercialization strategy, tactical framework and plan of action. The roadmap was a commercialization roadmap, whose methodology was twofold: through qualitative research and analysis, determine where the region ranked across economic and productivity measures; and then to determine what was possible through projections. Early findings indicated a large opportunity for commercialization of smart manufacturing. For Northeast Ohio, data indicated that manufacturing was 20% of the economy and that the region was more productive every year since 1990. McKinsey, pwC, and Accenture projections were bullish on the impact of implementing smart manufacturing into production activities. Production was set to grow by $4 billion without industrial internet of things, but conservative estimates pointed to production growth of $6 billion -$13 billion growth with implementation. Commercialization of this technology offered a prize big enough to share. The outcome largely depended on activating the marketplace of manufacturers,

especially SMEs. This data spurred companies to invest the time to work on a joint commercialization roadmap.

There were several lessons learned from the production of the Smart Manufacturing IIoT Commercialization Roadmap for Northeast Ohio that made it a successful venture. These lessons learned include:

- Approach companies first - instead of completing the plan in isolation, approach companies early and often for their buy-in.
- Involve "leading thinking" companies and organizations - these can include both large employers and SME. Don't discount smaller firms that are interested in participating. Organizations involved in this effort included Hitachi, Amazon, MEP, Case Western Reserve, and Manufacturing Works, who represents smaller manufacturing companies.
- Insist on a point person - require that involvement in the plan process means designating an employee to be a point person from the organization.
- Have a backbone organization do the heavy lifting - TeamNEO drove the research between meetings, coordinated working group meetings. This pushed the effort forward and allowed for members of the working group to come into each session energized and with actionable information.
- Use momentum to transition from advisory board to working group - use meetings as a tool to build buy-in. Instead of positioning meetings as advisory board meetings, use them as work sessions to shift both responsibility and ownership to industry.
- Meet frequently and emphasize feedback opportunities - TeamNEO hosted working group meetings every three weeks as part of this effort. This allowed the cohort of working group members to concentrate their efforts and to move the process forward.
- Include stakeholders outside of the working group - in addition to working group meetings, TeamNEO met every couple of months with management and executive level representatives to update them in with the process and allow them the opportunity to make suggestions.

The roadmap followed four sections: implementation, innovation, workforce development, and setting up and activating a cluster. (For the complete roadmap, see: https://teamneo.org/wp-content/uploads/2019/07/smart-manufacturing-iiot-roadmap.pdf)

Once an organization joins as a member of the cluster, they are expected to contribute to the knowledge base and networking peer support. The goal for TeamNEO is to create a

network of peer support from solvers. In addition to the network and connections between "seekers" and "solvers" is the building up of a knowledge base that demonstrates sample projects. One future goal is to assemble a use case library pulled together from all of the solvers, that builds out smart manufacturing applications, in predictive maintenance and other implementations of internet of things technology. TeamNEO sees these responsibilities from solvers as self-reinforcing. The more content is assembled, the stronger the network becomes internally, and the stronger it appears externally for attraction purposes.

Impact

Goals

Grow the regional economy through innovation clusters.

Outcomes and Key Statistics

The business retention and attraction efforts of Team Northeast Ohio helped bring 6,329 jobs and $2.34 billion in capital investment to the 18 counties of Northeast Ohio in 2018, the regional partner of JobsOhio, the state economic development nonprofit, is reporting. In 2017, Team NEO reported that its business development efforts helped bring 8,669 new jobs to the region. (See: https://www.crainscleveland.com/nonprofits/team-neo-reports-business-attraction-successes-2018)

In addition to quantitative outcomes, there are a number of qualitative outcomes that TeamNEO hopes to influence. These qualitative outcomes include strengthening cluster networks through individual companies completing the readiness assessments and joining as members to the cluster; and building out the knowledge base resource library within these clusters.

Additional Information

Organizations Involved

Regional chambers, economic development organizations, utilities, and private industry partners were involved in the network.

For the roadmap strategy, there was no formal memorandum of understanding; the effort was undertaken by willing partners. The effort was spearheaded by being upfront with partners about their inclusion contingent on a point person present and needing endorsement and support person who is putting on group. Capacity and support from these partner organizations was critical. At intervals, TeamNEO would sit down with senior managers and share feedback and updates. The process created its own energy.

Sources | Related Articles

"Innovation Clusters" TeamNEO, https://teamneo.org/innovation-clusters/

Content supplemented with an interview with Jay P. Foran, Senior Vice President, Team Northeast Ohio

Grow the Supply Chain and Close Gaps

Industry	Traded Sectors
Phase of the Project	Partnership Development
Location	Various

Summary

About Supply Chain Analysis

Individual industries are part of a larger supply chain. Supply chains are the sequence of companies and industries involved in the production and distribution of goods and services, from raw materials to final products. Supply chain analysis identifies growth opportunities related to a specific industry within a region. A supply chain analysis can help inform and direct business attraction and retention efforts.

Methods for Analysis

By understanding how an industry fits into its supply chain, a region can make informed strategic decisions about industry attraction, retention and expansion targets. Supply chain analysis can help a region understand how an industry fits into its overall supply chain. A number of consulting organizations offer supply chain analysis support. Varying methods for analysis can be used to inform a variety of applications to grow the supply chain or close gaps. Tools and techniques for supply chain analysis include:

- **Supply Chain Mapping** - Mapping diagrams how an industry fits into the overall supply chain. The goal of supply chain mapping is to identify specific sectors that comprise the supply chain. These sectors can then be used to identify economic and employment trends, and to identify and target companies within and outside the region.
- **Gap Analysis** - A gap analysis is used to determine where industries source their inputs. Supplying industries that have a large share of purchases sourced outside of the region are opportunities for business attraction efforts.
- **Import-Export Analysis** - Import-Export analysis uses trade data to track the flow of products into and out of a region. This analysis identifies inputs that need to be imported.

- **Market Research and Interviews** - After identifying opportunities, interviews help provide context to data. Market research and interviews are key to understanding if a supply chain target makes sense to try to bring to the region.

Examples of Growing the Supply Chain and Closing Gaps

There are a number of strategies that can be implemented following a supply chain analysis. Below are several approaches to close gaps, including co-locating suppliers, addressing needs through supply chain mapping, leveraging supply chains to encourage reshoring, inserting technology into the supply chain, and expanding product lines and supplier matching. These examples address how supply chain analysis can be implemented:

- **Co-Locating Suppliers** - New Albany Personal Care and Beauty Innovation Campus in New Albany, Ohio is an example of a creative and effective strategy. The strategy centers on a supply chain park, in which a number of suppliers to The Limited have located. In this case, the effort has meant $342 million in new investment and hundreds of job opportunities for the region. The strategy brought like-minded businesses together as a way of saving costs, ensuring quality and consistency, and speeding up the manufacturing process. The strategy was successful, in part, because of the presence of a major and influential manufacturer, a highly motivated supply chain, a quality developer, a community authority that brought additional capital to the table via creative financing tools, and a partnership community that provided infrastructure, incentives, and assistance. (See: Anderson, Louise. "Lessons learned: A case study on supply chain park development." International Economic Development Council. Published September 4, 2014.)
- **Addressing Needs Identified through Supply Chain Mapping** - The Tri-Cities region of northeast Tennessee (Kingsport, Bristol and Johnson City) partnered with the U.S. Small Business Administration to help stabilize the community's small manufacturers as part of the Investing in Manufacturing Communities Partnership. This region conducted a supply chain gaps analysis and mapping with a firm called Supply Chain Visions. The project completed the following phases:
  - Developing a network of local champions
  - Populating a database of key supply chain nodes
  - Interviewing the nodes
  - Making the data visible by maps and visualizations
  - Presenting to stakeholders and aligning the community

For the Tri-Cities area, the methodology described here highlighted the need to prioritize regional transportation improvements to retain and grow existing businesses, and to attract potential businesses. (See: Winn, Shawn. "What Regional Supply Chain Mapping Can Do for Your Community." International Economic Development Council. AND "Success Stories." Supply Chain Visions. https://www.supplychainvisions.com/successes)

- **Leveraging Supply Chains to Encourage Reshoring** - Supply chain disruptions are one of several factors that have contributed to the reshoring trend, in which American firms that previously manufactured goods overseas return production to the United States. By understanding and strengthening local supply chains, economic development organizations are helping ease the process by which companies return. Being closer to their final market and shorter lead times for changes in production are two benefits cited for reshoring. (See: Crater, Dana. "Supporting Reshoring in American Communities." International Economic Development Council. http://www.iedconline.org/clientuploads/Downloads/Reshoring/Supporting_Reshoring_Toolkit.pdf. 2016.)
- **Technology Insertion into the Supply Chain** - Supply chains can be transformed with the infusion of new technology. Disruptive technologies, like additive manufacturing, can present new opportunities for suppliers to emerge from the marketplace. The National Center for Defense Manufacturing and Machining (NCDMM) with its National Additive Manufacturing Innovation Institute, America Makes, and partner Catalyst Connection recently announced the launch of AMNOW, a new program to support additive manufacturing technology insertion into the existing U.S. Army supply chain. AMNOW is a multi-phased program focused on assisting the U.S. Army in developing a clear transition path of the additive manufacturing technology within their operations through the benchmarking, development, validation and demonstration of the future AM supply chain. Identifying opportunities to pursue industries focused around disruptive technologies can be part of an overall supply chain strategy. (See: "AMNOW." National Center for Defense Manufacturing and Machining. https://www.ncdmm.org/connections/amnow/. 2019.)
- **Searchable Supplier Databases** - Economic development organizations can play a vital role in matching company needs with qualified suppliers. Several communities have created websites with searchable supplier databases, including El Paso, Texas's Supplier Database and the Pennsylvania Southeast Partnership for Regional Economic Performance's Manufacturing Industry Maps Tool. These tools can connect businesses with suppliers and logistics firms in the state and

learn about supplier events, see procurement ads, and access training opportunities. Due to the high cost of developing and maintaining supplier databases, some have found industry networking events to be a successful substitute.

- **Product Line Expansion and Supplier Matching** - In an example covering the energy sector in Ohio and Pennsylvania, a group profiled numerous stakeholders and customers, including Westinghouse Nuclear, B&W, and GE. The group identified supply chain gaps and had the opportunity to form a team of companies to go after contracts in India. They made several formal introductions of potential suppliers to Westinghouse, B&W and GE and, in more than one case, set-up on-site visits to those suppliers. Outcomes included forming R&D teams and identifying funding to explore the use of new materials of interest to the nuclear and clean coal industries. Activities included coupling additive manufacturing with traditional manufacturing to find new, more effective methods to work with high temperature materials and complex specifications. Success stories from the project included the introduction and qualifying of TimkenSteel to make coal crusher forgings along with Cleveland's Pressrite Forge for India's national power company, NTPC. One of the key tools used to assess a company, and see if they could fill a known gap, were supplier evaluations forms that were developed internally with input from Westinghouse. These forms gave the group much more detailed information on capabilities and equipment than could be gleaned from either a website or a brochure. Assessments started off with a supplier self evaluation form of several pages and then, when warranted, an added onsite evaluation form filled out by the team during a plant visit. Those forms were used to write a catalog which was then made available to industry stakeholders looking for new suppliers. (Source material provided by Nancy Horton and Bob Purget of Energy Ohio and Roy Sheppard of Atlantic Technical Components)
- **Firm Recruitment as part of a Cluster Based Strategy** - Supply chain analysis matched with a cluster based strategy can inform targeted firm recruitment. The practice of cluster-based economic development aims to capture the economic advantages that accrue for firms when they cluster together in place. This strategy hinges on first developing a growing industry clusters, then understanding supply chain gaps, and then targeting specific firms for recruitment. An example of a cluster based strategy is shared in the "Promote regional multi-firm and multi-stakeholder innovation clusters in advanced manufacturing and related sectors" case study out of Northeast Ohio.

- **Flattening the Supply Chain** - Pure Michigan Business Connect (PMBC) is a no-cost business networking service. Its services focus on supply chain linkages as vehicles for growth, highlighting opportunities for local suppliers to connect with both domestic and international purchasers. PMBC works with companies across industries, including automotive, aerospace, and energy sectors. PMBC has connected global companies with Michigan suppliers on large-scale projects, and has helped small and medium sized firms in Michigan overcome information barriers by identifying and matching them to in-state suppliers. After a company contacts PMBC, a specialist reaches out to learn more about that company's supply chain requirements. PMBC's database (which compiles data from business licensing data, independent research, company applications, and partner networks) can be used to identify businesses and build a list that meets customer conditions. The purchaser reviews the list and can reach out to its top choices. Since 2011, PMBC has facilitated contracts totaling over $5 billion in revenue and assisted the creation and retention of over 26,000 jobs. (See: Pure Michigan Business Connect. https://www.michiganbusiness.org/services/pure-michigan-business-connect/)

Poverty

- ## [Pathways to Prosperity, Olmstead & Dakota County, MN](#)

  Pathways to Prosperity is a statewide grant program that supports programs and services designed to provide workforce development and training opportunities to economically disadvantaged adults that will help them increase career awareness; acquire basic skills and education; participate in skills-training programs; and be placed into employment in high growth, high demand industries. Participants receive advising and support services. Each program funded uniquely pairs education, training and resources with wraparound services.

- ## [Jeffco Prosperity Partners, Jefferson County, CO](#)

  Jeffco Prosperity Project (JPP) is a collaboration of community, school, business and county partners working together to help Jefferson County families break the cycle of generational poverty. JPP assists young children and families in poverty toward educational and family success. The approach to reducing poverty includes increasing: school readiness, high school graduation rates and post-secondary opportunity for low income students and their parents. Each family is connected to JPP until their youngest child graduates from high school, ensuring academic accomplishment and sustained family self-sufficiency. Wraparound services focus on economic stability, education, employment, health and wellness, and social capital. It serves as a backbone to county services, ensuring families don't slip through the cracks.

- ## [Step Up Savannah, Savannah, GA](#)

  Established in 2005 as a city initiative, Step Up Savannah promotes economic opportunity and financial security in Chatham County, GA. While more than a quarter of Savannah's residents live in poverty, that percentage jumps 50% and higher in some neighborhoods. Such high rates have persisted for more than 30 years. A group of community leaders who recognized that the city's pockets of concentrated poverty impair the economic development of the entire community incorporated Step Up as an independent nonprofit in 2008 and now has a 39-member board of directors.

Pathways to Prosperity Pilot Program

Approach	Department Integration	2nd Generation	Data Tools
Organization	Department of Health, Housing and Human Services
Location	Olmsted & Dakota County, Minnesota
Geography	Mega Multi-County Region (More than 500,000 people)
Contact	Paul Fleissner, Director of Olmsted County Community Services
Years	2016 - Present

Summary

Pathways to Prosperity is a statewide grant program that supports programs and services designed to provide workforce development and training opportunities to economically disadvantaged adults that will help them increase career awareness; acquire basic skills and education; participate in skills-training programs; and be placed into employment in high growth, high demand industries. Participants receive advising and support services. Each program funded uniquely pairs education, training and resources with wraparound services.

Olmsted and Dakota counties received a $525,000 state grant to create a model aimed at helping families out of poverty. The program targets parents 26 years old and younger. The program is creating a new pathway toward self sufficiency through county department integration. The County is also using three human-centered tools the Integrated Service Assessment Tool (ISAT), the Economic Stability Tool, and a cliff calculator to help people entering the system to reach stability and thrive.

Program Details

Olmsted County is working with 100 high-risk families to build universal pathways to prosperity. It will build off of existing local efforts with five programs that already exist for mothers: Baby Steps, for first-time mothers; Bright Futures, for teenage mothers; Steps to Success, for mothers with multiple children; Reach, a program seeking to address equity concerns for mothers with children 5 and younger; and Hope, a long-term case management for struggling families. Parents 30 years old and under with small child or larger families with children 0-5 are eligible to participate. The program is designed to

provide a comprehensive set of services including housing, childcare, health care, education, transportation, employment and financial education.

County Integration

In Olmsted County, the social service, public assistance and corrections supports were housed within one department for over 25 years. About five years ago, the County moved its housing authority into the department and its public health services within the last year. Today, seven services are housed under one "Health, Housing and Human Services" Department. Adult Family Services, Family Support and Assistance, Child and Family Services, Veteran Services and Community Corrections are advised by a Community Services Advisory Board. The integration process took a lot of cultural change, but has reaped many benefits, since.

Measurement & Outcomes

The goal of the program is for families to reach self sufficiency at 200% of the poverty level. The pilot program will measure outcomes by utilizing the following tools:

Integrated Services Assessment Tool (ISAT): the county partnered with the University of Minnesota to develop this tool for the pilot program. The tool measures families across nine social determinants at the start of the program and throughout. The determinants are: early beginnings (prenatal - 3 years), school readiness, employment readiness, employment, housing, transportation, health, wellness and safety; and food and financial empowerment. The assessment has a five-point scale to evaluate each determinant: crisis --->> thriving. The tool is not yet digital, but recorded manually through questioning of families at the start of the program.

The tool was created alongside the University's research strengths and a human-centered design engagement approach was deployed in the tools development with families. The process ensured that the tool functioned and aligned with family's needs.

Economic Stability Indicator (ESI): The ESI web tool is a product of the Children's Defense Fund of Minnesota. The tool allows users to build a family profile based mostly on income and household composition, estimates eligibility and benefit amounts for public programs, and creates a basic needs budget. The tool demonstrates interactions between programs and allows users to edit expenses to reflect actual spending, and to turn programs on and off based on funding availability and access. The County paid to engage the Children's Defense Fund to customize the ESI to better assist families with budgeting and public program use to mitigate these "cliff effects" and other consequences to help families increase earnings.

For example, the tool can be used in the pilot to identify how much a family is spending or will need in subsidy around childcare. However, if a family that doesn't yet need childcare is eligible, the program can advocate to transfer those available funds somewhere else, such as housing assistance.

Cliff Benefit Analysis: The County has also created an algorithm with the University's help to conduct a cliff benefit analysis. The analysis assesses how much money a family must make before losing some of their benefits. It compares wages to salaries of occupations in the region. The resolve to this analysis is a determination of what jobs can pay enough of a livable wage to offset the loss of benefits.

Additional Information

Funding & Resources

- The program is seeking to use foundation dollars (and/or state appropriations without strings attached) to offset any cost to families losing their benefits until they are moved toward a job that pays livable wages.
- Neary $3.8 million (outside of federal dollars) is required to design and operate this parallel poverty system. The program is aggressively fundraising with the private sector.
  The program received $500,00 from the Kresge Foundation as part of their Next Generation Initiative. They will join a cohort of nine other programs across the country to learn from the network about health and human services best practices, with an emphasis on innovative ways to lift families out of poverty.

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"Pathway effort on track", Post Bulletin, February 2018
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Jeffco Prosperity Project

Approach	Second Generation - Community Partnerships
Organization	Collaborative
Location	Jefferson County, Colorado
Geography	Mega County (More than 500,000 people)
Contact	Jessica Hansen, Director
Years	2014 - Present
Budget	Initial $156,976 (three year implementation)
Funding Source	The Action Fund and Marsico Institute

Summary

Jeffco Prosperity Project (JPP) is a collaboration of community, school, business and county partners working together to help Jefferson County families break the cycle of generational poverty. JPP assists young children and families in poverty toward educational and family success. The approach to reducing poverty includes increasing: school readiness, high school graduation rates and post-secondary opportunity for low income students and their parents. Each family is connected to JPP until their youngest child graduates from high school, ensuring academic accomplishment and sustained family self-sufficiency. Wraparound services focus on economic stability, education, employment, health and wellness, and social capital. It serves as a backbone to county services, ensuring families don't slip through the cracks.

Family agency is at the core of the program, with parents involved at the start of the program defining goals, dreams and successes. The program seeks to provide resources to families such as healthcare at pre-birth to financial literacy at 9-12 years old and housing and education opportunities at 18-24 years of age.

Outcomes and Key Statistics

Measuring outcomes has been a challenge for the program. It uses the common self-sufficiency assessments Headstart uses when families enroll. The County is in the very early stages of working on developing an integrated data system to measure ongoing success. In the meantime, JPP staff conducts two assessments each year plus additional assessment during major life changes and transitions of its participants (i.e.

employment changes, family moves, etc.). Factors within the assessment include employment status, current credit score, rent costs, how much public benefits a family is receiving, and others. An external evaluator has been hired from Denver University to assess the program and has identified the following:

- 34% families increased household income by $17,692 (average) over 3.4 years
- Employment rate increased, 69% participants currently employed, compared to 34% at the start of the program. 54% increased job status, wage, career
- Reduced reliance on public assistance due to increased wages
- 66% of families have an educational achievement goal and 43% of families have competed that goal (2017)
- Attendance rate is incredible. 50% of our families attending. Families know that people will show up

Program History

The program began as an initial conversation with the former Director of Human Services and previous school superintendent, who would meet regularly about the failure of youth in the region and the loss of a support system as students transition from Headstart into public schools. The Director approached the Headstart Policy Council to talk about a more innovative way to get families out of poverty and expand the support system families leave behind during their child's transition. In response, eight families were convened and interviewed about there barriers to success. The families formed the Family Advisory Council. The Council met regularly with community partners to talk about a structure and plan for new program to better suit their needs. This Council is still active and plays an integral part in framing the program as it adds families, resources, etc.

The program was modified after working closely with the Aspen Institute.

Program Details

The program has three full-time coaches and serves 85 families (just about 300 people total, 200 kids). Parents have the choice to opt into the program at the completion of their child's Headstart experience and once they enroll into public school. The program's emphasis has been primarily on the first few years of the child's schooling and the last two years of high school. In recent years, program leadership has made a more concerted effort to build in programming for the years in between.

Families are categorized into active, inactive, maintenance and graduation status. Maintenance refers to those families who are responding well to services provided and

don't need much attention. Graduation refers to families whose children have completed the program but, as alumni, continue to contribute and give back. Inactive families are those who started the program but have stop attending events and returning outreach calls. The program gives inactive families six months to respond to their outreach efforts before completely removing them from the program. A three month trial orientation period is baked in at the beginning of the program as an effort to increase retention.

Each family is provided with a coach that meets once a month to talk about challenges and the resources that family will need. Families are also encouraged to participate in monthly activities held by JPP, be it dinners with other families, fun family events and/or lunch meetings around specific topics such as public benefits or homeownership.

JPP's focus areas include:

- **Health and Wellness**: exploring whether families have health choices (equity lens). The program began with just ensuring families can schedule and get appointments. Today, it has built relationships that lead to adding clinicians in the community, providing access the mental and health therapists, extending hours for community health clinics and supporting copays for doctor and dentist visit for families who couldn't pay.

  Metrics used:
    - Health Insurance (Yes or No)
    - Type of Insurance
    - Primary care provider selected
    - Utilization of Mental Health Services
    - Annual appointments Physicals and Dentals

- **Employment**: focusing on livable wages and access to opportunities and jobs. The program supports parents on not just landing a job through conducting career assessments and strength finder activities, career and personal goal coaching, mock interviews and exam preparations, and career education and awareness. The business community and workforce center are strategic partners for the program, providing necessary information on the job market and available opportunities.

  Metrics used:
    - Employment status- unemployed, part time, seasonal, permanent full time.
    - Wage
    - Career pathways

- ○ Income

- **Education**: the program focuses on being a life-long learner (from birth to death). It focuses on school attendance (knowing this is the biggest trajectory teller of academic success), access to education for adults (whether it be an associates, bachelors, trade). The program's first bachelor's degree graduate was in 2019. Six or seven current participants are moving towards school. Another 20 participants are entering into the trades.

  Metrics used:
  - ○ School attendance for youth
  - ○ Graduation rates for youth
  - ○ Hopefully behavior in the future
  - ○ Tracking education progress. Enrollment in school, education achievements GED, HS diploma, Associates, Bachelors, Masters and trade certifications.

- **Financial Literacy and Economic Assets**: emphasis on equity and access in types of financial classes. The program partners with the faith community to offer financial peace. It also utilizes employment partners, credit unions and banks to help families achieve higher credit scores, understand the meaning of money and responsible spending. Staff of the program also assists in parents getting a car, a house loan, etc.

  Metrics used:

  - Credit Score
  - Debt
  - Obtaining Assists (car and home ownership)
  - Attendance of Financial literacy classes
  - Public Assistance use vs. reduction

Funding & Resources

In 2014, the program received $100,000 of financial support from the Jeffco Human Services Foundation. A local community nonprofit served as a fiscal partner at the beginning stages of the program. The program utilizes a small portion of TANF funds

(about $35,000 per year) and the rest comes from private foundations. Program staff are employed by the Department of Human Services, but they are grant funded positions.

Partnership

The program is designed to be responsive to the needs of families so it is constantly adjusting as families grow within the program. Partnerships have also grown overtime. Jefferson County Headstart is the most pivotal partner for JPP as the program serves as a natural continuation. JPP acts either as broker or navigator in community partnerships. A broker in the sense that JPP identifies a resource needed for families and makes a referral. However, the program also acts as a navigator with the creation of a framework staff uses to determine the family needs and resources available. JPP has a growing database of resources categorized by individual needs of families. The database lists organizations in the community that provide needed resources and tracks whether participants are utilizing these resources. The database also serves as a guiding tool tracking partner involvement and partnership with JPP.

Partnerships are based on memorandums of understanding and are often reciprocal in nature. The success in partnership was first convening the community around a common shared goal. Stakeholders bought into the idea when presented with the overall goal of the region.

Lessons Learned

- Data Collection: Know what you want to measure first and then identify how you are going to measure. JPP missed on a lot of early wins because of the invalid tracking system. Don't count or collect things that are not meaningful to the success of the program. External evaluators have been incredibly helpful. Identify key areas of focus early on in programming and identify key indicators within each of these areas to build off of.
- When creating partnerships in the community, have the partnership be about the North Star and not about your program. A community coming together under a unified vision will make program operations run much more smoothly.
- There was originally no formal training for staff and coaches, and many struggled engaging with families. In recent years, a staff person was hired with extensive experience, and they have instituted a training curriculum for new hires.
- Find early adopters and be willing to operate in the "grey." For family engagement programs like, you can't quite procedure everything, then it feels like any other government program.

Additional Information

Sources | Related Articles

JeffCo Prosperity Fact Sheet
https://www.jeffco.us/DocumentCenter/View/2219/Jeffco-Prosperity-Project-Fact-Sheet-PDF

Marisco Institute Partnership with Jeffco Prosperity Partners
https://morgridge.du.edu/tag/jeffco-prosperity-project/

JeffCo Prosperity Partnership Evaluation Summary Infographic
https://www.jeffco.us/DocumentCenter/View/17056/JPP-Evaluation-Summary-Infographic

[Step Up Savannah](#)

Type:	Anti-poverty, Neighborhood Revitalization
Organization	Public-private Partnership
Location	Savannah, Georgia
Geography	Small City (50,000 - 149,999 people)
Contact	Henry Criss, Director of Financial Security
Community Profile (Relevant Data)	146,000 Population 21% Poverty Rate

Summary

Established in 2005 as a city initiative, Step Up Savannah promotes economic opportunity and financial security in Chatham County, GA. While more than a quarter of Savannah's residents live in poverty, that percentage jumps 50% and higher in some neighborhoods. Such high rates have persisted for more than 30 years. A group of community leaders who recognized that the city's pockets of concentrated poverty impair the economic development of the entire community incorporated Step Up as an independent nonprofit in 2008 and now has a 39-member board of directors.

The organization acts as a convener, attracts outside resources, adapts and creates effective programs and products, trains neighborhood and nonprofit leaders, and advocates for policies that will improve the lives of low-income families. It works through a participative process relying upon its diverse board of directors and a network of partners, seeking out lasting solutions that enable low-income families to work toward economic self-sufficiency.

The organization came out of the work of a City of Savannah "anti-poverty" task force in 2003, which produced an initial "Action Plan" with the assistance of the University of Georgia researchers. [The Action Plan](#) was published in 2005 and laid the foundation for the City's initiative, which became Step Up Savannah. In 2012, Step Up updated its Action Plan, based on the 2010 Census data and reported on its evolution as an organization. ["Engaging Our Community"](#) is a snapshot of its work.

Program Details

Step Up focuses on three core areas: Workforce Development, Wealth Building and Advocacy and Education. It acts as a convener and very rarely delivers direct services. The organization strategically maps existing resources and seeks opportunities for greater coordination and collaboration. It was founded in early 2000's as a task force of city government. Today, the organization spends a lot of time within the community. They are charged with identifying where there are needs and help provide the resources to feel those needs. The organization is lead by a 35-member board comprised of ⅓ business, ⅓ government leaders and ⅓ neighborhood leaders and nonprofits.

The organization is currently going through a restructuring and the following information was provided by the Director of the organization's wealth creation division. The below details mostly reflect this core component. The wealth creation component of the organization takes on a number of different avenues:

- Access to Public Benefits: The organization serves as the fiduciary for state's SNAP benefits. Step UP works with five core organizations in the area who provide services to low-income residents and distributes SNAP benefits and funding accordingly.
- Finance and Banking: The organization oversees the banking and financial sector taskforce of private financial institutions. Modeled after the Cities for Financial Empowerment Fund's Bank On platform, the taskforce addresses the area's banked and unbanked people. Step Up partners with consumer credit counseling services and City of Savannah, offering training sessions at community libraries for residents. The organization is also working with employers to conduct financial training and provide basic services onsite to employees.
- Advocacy: The organization also works in partnership with state legislature and policy leaders to advocate for the needs of residents. An example is testifying around dealing with small dollar spending and predatory lending. Step Up understands that alleviating poverty includes a comprehensive system change and a shift in policy decision making.

Chatham Apprenticeship Program, which helps un- and underemployed residents get meaningful employment opportunities. The program offers one-on-one coaching, job placement assistance, criminal background expungement and trade certifications. Participants meet twice a week for a number of weeks and have access to social services. The program also embeds financial literacy education to support families in building credit and budgeting.

Working Families Network, The Working Families Network (WFN) is a collaborative that aims to build the capacity of community-based organizations, develop our skills collectively, and implement innovative community strategies that assist low-income individuals to achieve economic mobility.

Measurements and Outcomes

Step Up Savannah's primary goal is to deploy methods and supports that help move families toward self sufficiency. Like many programs, Step Up has a difficult time measuring success. Yet, its approach is two-fold. The organization measures activity and capacity. Activity measures answer the question of whether an organization is reaching its goals (example: improving access to public benefits for ## of families). Capacity measures focus on tactics and organizational activities. For example, how many participants have signed a bank account or attended a workshop. Step Up collects a lot of this data for grant purposes. Though these things are being tracked, they don't have a good system on how their work is moving the needle toward poverty.

According to annual reports, in 2017

- 8,388 total individuals served by Step Up programming
- 337 families opened bank accounts through their BankOn program
- 104 adults received soft skills training
- 110 were trained through apprenticeship program
- 56 organizations participated in Families Network
- $439,739 outside funding leveraged

In 2016

- 13,716 individuals served by Step Up
- 120 adults received training through apprenticeship program
- 5,579 attended financial education workshops
- 927 BankOn accounts opened.
- 17 individuals trained through Leadership Academy

Additional Information

Sources | Related Articles

Savannah's Poverty Reduction Action Plan
https://stepupsavannah.org/site/assets/uploads/2013/05/ActionPlan200605152-2.pdf

StepUp Savannah Program Brief
https://stepupsavannah.org/site/assets/uploads/2017/11/10.17.17.pdf