

Cradle to Career Innovations: Lessons from the Economic Mobility Catalog

Introducing the Economic Mobility Catalog

- A one-stop resource designed to help local leaders **identify and implement evidence-based approaches** to improve upward mobility in their communities
- Developed via extensive interviewing and user testing with leaders in cities and counties across the US
- Contains overviews of over **200 strategies** and nearly **50 case studies** examining successful local implementation efforts
- Launched January of 2021, revised version launching September 2022

Resources organized by policy area and target outcome

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Explore local strategies to improve economic mobility

Local governments are on the front lines of one of the defining challenges of our time—advancing economic mobility for low-income youth, families, and communities.

This site provides resources on evidence-based practices, programs, and policies designed to improve outcomes that drive upward economic mobility.

We hope that these materials help accelerate change in your community.

Local approaches to improving economic mobility

ABOUT THE CATALOG

EXPLORE LOCAL STRATEGIES BY ISSUE AREA

- Education & youth development**
- Health and well-being**
- Workforce development**
- Justice and public safety**
- Housing**
- Community development and financial security**

EXPLORE LOCAL STRATEGIES BY OUTCOME

- Strong and healthy families**
- Supportive communities**
- Kindergarten readiness**
- Strong academic and social outcomes by adolescence**
- High school graduation**
- Post-secondary enrollment and graduation**
- Stable high-quality employment**

200+ overviews of evidence-based approaches

Intervention Name	Intervention Type	Evidence Strength	Issue Areas	Target Populations	Outcomes	Implementation Locations	ARP Eligibility
Literacy Express	Program	Proven (highest tier)	Education & youth development	Preschool-aged children	Kindergarten readiness	California, Florida, Massachusetts, New Mexico, and Texas (as of 2010)	Yes
Preschool	Policy	Proven (highest tier)	Education & youth development	Preschool-aged children	Kindergarten readiness	Nationwide Preschool - San Antonio	Yes
Daisy Quest	Program	Strong (second-highest tier)	Education & youth development	Preschool-aged children	Kindergarten readiness	Nationwide	Yes
Building Blocks Pre-K	Program	Proven (highest tier)	Education & youth development	Preschool-aged children	Kindergarten readiness	Nationwide	Yes
Doors to Discovery	Program	Strong (second-highest tier)	Education & youth development	Preschool-aged children	Kindergarten readiness	Nationwide	Yes
Headsprout Early Reading	Program	Strong (second-highest tier)	Education & youth development	Preschool-aged children	Kindergarten readiness	Nationwide	Yes
Head Start	Program	Strong (second-highest tier)	Education & youth development Health and well-being	Preschool-aged children	Kindergarten readiness	Nationwide	Yes
Child-Parent Centers	Program	Strong (second-highest tier)	Education & youth development Health and well-being	Preschool-aged children	Kindergarten readiness Strong and healthy families	Several sites in Illinois, Wisconsin, and Minnesota	Yes

Nearly 50 case studies of successful local implementations



**Center for Employment Opportunities:
Increasing Employment and Reducing
Recidivism for Philadelphia's Highest-
Risk Formerly Incarcerated Adults**

The Challenge

- Philadelphia had long struggled with high levels of incarceration and recidivism.
- A 2013 report from the Pennsylvania Department of Corrections found that Philadelphia County had the second-highest overall recidivism rate in the state, with 65.5 percent of all individuals released from prison experiencing rearrest or re-incarceration within three years.
- A 2016 report from the Vera Institute of Justice showed that Philadelphia had one of the highest rates of incarceration in the country, with 833 people incarcerated for every 100,000 residents.

Major Accomplishments

- Since 2015, CEO has provided services to over 800 Philadelphians recently released from incarceration.
- The program has placed nearly 440 men in permanent, unsubsidized jobs with an average wage of nearly \$12 per hour.
- A 2018 agreement with the Pennsylvania Department of Human Services allows for the state to reimburse CEO for up to 50 percent of expenses for anyone receiving Supplemental Nutrition Assistance Program (SNAP) benefits. This partnership allowed CEO to serve significantly more individuals in Philadelphia and throughout the state and connected CEO participants to vital food and transportation assistance.
- CEO was recognized as a state-wide best practice in providing re-entry services by a 2020 report released by the Office of Pennsylvania Governor Tom Wolf.

Keys to Success

- The structure, support, and pay that CEO provides to its participants as soon as they are released from prison is at the core of what makes the model effective.
- CEO's ability to serve individuals returning from prison depends on transitional work contracts from government agencies or businesses. In Philadelphia, the City's Department of Parks and Recreation provided support for the program's first two work crews.
- Referrals from the Pennsylvania Department of Corrections and close relationships with individual probation officers ensure that the individuals who can most benefit from CEO's services are able to enroll.
- Beyond financial support for the initial work crews, the Nutter administration served as a critical convener for CEO, including the organization in a number of citywide initiatives, introducing its leaders to potential partners, and making it part of the broader citywide conversation about incarceration and recidivism.

Timeline

MAYOR MICHAEL NUTTER WINS RE-ELECTION

November 2011

Mayor Nutter had long made public safety one of his top priorities, and upon winning a second term, his administration begins a number of new initiatives focused on reducing violence, incarceration, and recidivism.

THE GREENLIGHT FUND APPROACHES PHILADELPHIA AND PENNSYLVANIA STATE GOVERNMENT

2013-2014

The GreenLight Fund, led by Matt Joyce in Philadelphia, identifies CEO as being a very promising strategy for reducing recidivism. Discussions begin between the city, state, and GreenLight on how to bring the program to Philadelphia.

PHILADELPHIA, THE STATE OF PENNSYLVANIA, AND THE GREENLIGHT FUND COME TO AN AGREEMENT

2014

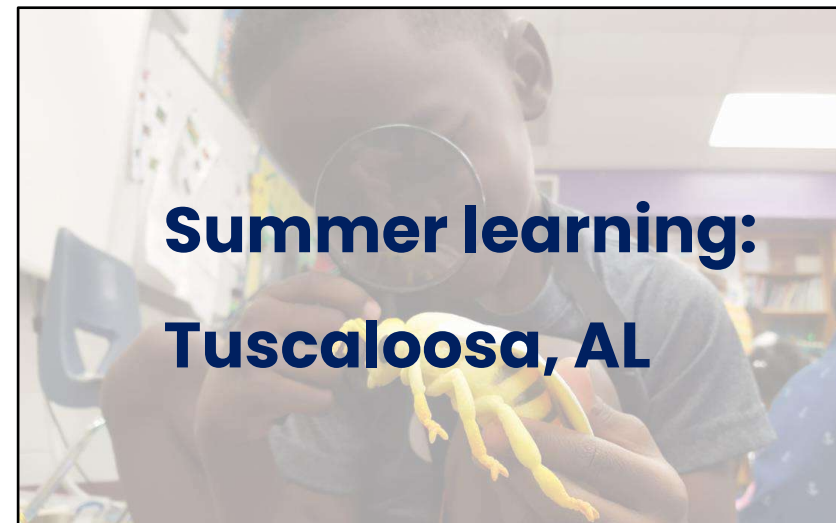
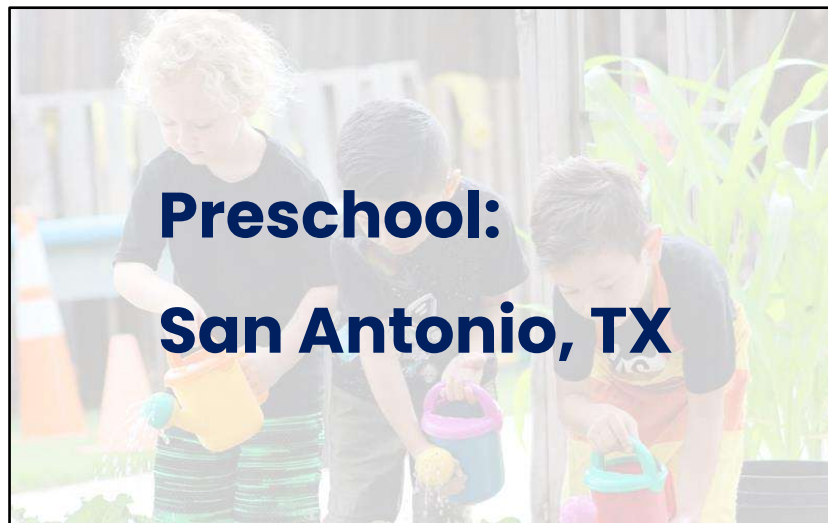
The parties create a unique partnership where the Pennsylvania Department of Corrections commits to funding the bulk of CEO's vocational activities, the City of Philadelphia (through the Department of Parks and Recreation) supports the organization's initial social enterprise capacity, and the GreenLight Fund provides time-limited growth capital to help launch the program.

CEO LAUNCHES PHILADELPHIA OPERATIONS

August 2015

Participant referrals come from the Pennsylvania Department of Corrections. Two work crews are funded by the City of Philadelphia's Department of Parks and Recreation and provide approximately 150 individuals with transitional job opportunities annually.

Lessons from Catalog case studies



Lessons from Catalog case studies: Pre-K in San Antonio

Results

- 3.8% increase in 3rd grade reading scores
- 4.5% increase 3rd grade math scores
- 31% decrease in need for special education
- *Cost per student: \$11,470*
- *Students served: 2,000 per year*

Key details

- HighScope curriculum
- Master's level teachers
- "Built-to-suit" facilities
- Dedicated revenue stream: 1/8th cent sales tax increase
- Run by Early Childhood Education Municipal Dev. Corporation

Drivers of success

- Mayoral leadership
- Dedicated revenue stream
- Pre-K 4 SA serves as backbone organization
- Investments in quality
- Investments in measurement and evaluation

Lessons from Catalog case studies: Summer learning in Tuscaloosa, AL

Results

- 60% of participants avoid summer learning loss in reading
- 48% of participants avoid summer learning loss in math
- *Cost per student: \$824 per summer*
- *Students served: 2,049 (2021)*

Key details

- Four days per week; program goes five weeks
- Costs nothing for families
- Led by combinations of district-certified teachers and community organizations
- Free breakfast, lunch, and two snacks for every student

Drivers of success

- Dedicated office in school district administers and coordinates program
- Mayor leadership
- Dedicated funding source via "Elevate Tuscaloosa"
- Major enrollment push every year

Lessons from Catalog case studies: High-dosage math tutoring in Chicago, IL

Results

- Participants made between 1–2.5 years of math progress in a single year
- Participants 63% less likely to fail math courses
- Participants 26% less likely to fail non-math courses
- *Cost per student: ~\$2,000 per year*
- *Students served: 2,819 (2021)*

Key details

- Program run by Saga Education
- Delivered in 31 CPS high schools
- Tutors work with 4–5 students at a time, use a blended learning model
- Tutors are generally recent college grads, supervised by site director

Drivers of success

- Highly structured tutoring model
- Consistent connection with a caring adult
- Close collaboration between Mayor and School District
- Major investments in measurement and evaluation

Lessons from Catalog case studies: Community schools in Raleigh County, WV

Results

- 36% of participants improved attendance
- 57% of participants improved behavior
- 38% of participants improved career readiness
- *Cost per student: ~\$1,200*
- *Students served: 292 (2021)*

Key details

- In-school site coordinators provide direct case management support
- Site coordinator acts as a link between students and external supports
- Three-tiered model allows for school-wide, group, and individual interventions

Drivers of success

- Connection with a caring adult equipped to provide support
- Significant state funding and championing from Governor
- Multiple levels of coordination and support for site coordinators
- Rigorous data collection and evaluation

Lessons from Catalog case studies: Takeaways across case studies

- Invaluable for Mayor (or other executive) to champion initiative, convene stakeholders, and build enthusiasm for new interventions
- Dedicated funding enables scale, investments in quality, and the ability to rigorously measure and evaluate (preferably by independent party)
- Measurement and evaluation crucial in building and maintaining support, creating culture of continuous improvement, and ensuring longevity
- Success is more likely with dedicated capacity for coordinating between partners, maintaining accountability, and engaging the public

Thank you!

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