



**How does Chicago
achieve lasting
impact?**

thrivechicago



It begins with system leaders who:

- ★ Are hyper data-driven
- ★ Want to disrupt the status quo
- ★ Want to quickly prototype solutions
- ★ Want community-driven innovations



Thrive Chicago organizes the ecosystem of youth serving organizations and drives collective action to make *systemic* changes for Chicago's youth.

THRIVE'S FOUNDING AND LEADERSHIP

In June 2013, the Mayor's Office brought together nearly 200 organizations to launch Thrive Chicago. These leaders and practitioners recognized that by coming together to develop collaborative action plans based on what is proven to work, we begin to streamline improvements throughout the education pipeline—we call this **collective impact**.

Thrive Chicago used the StriveTogether Theory of Action which has since been used to launch over 72 partnerships nationally.

In 2015, Thrive Chicago was established as an independent 501(c)(3) organization with fiscal sponsorship from the Robert R. McCormick Foundation and in January 2017, Thrive Chicago became a fully independent organization.

Thrive Chicago Leadership Council

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Vice President of Strategy and Programs
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Deputy Director
UChicago Consortium on School Research

Paige Ponder
Executive Director
One Million Degrees

Tony Raden
Senior VP, Research and Policy Initiatives
Ounce of Prevention

Nancy Ronquillo
President and CEO
Children's Home + Aid

Bryan Samuels
Executive Director
Chapin Hall

Nikos Varelas
Vice Provost for Undergraduate Affairs
UIC

Eric Weinheimer
CEO
Donors Forum

THRIVE'S APPROACH

Thrive focuses on three critical milestones in the cradle to career continuum: **high school graduation, post-secondary completion, and employment.**

Thrive has three Change Networks that serve as the vehicle to design and drive shared solutions to help youth meet these critical milestones. Thrive focuses on both in-school youth and youth who are not in school or working, also known as Opportunity Youth.

Cradle to Career Change Networks



► High School Graduation Stakeholders

A Better Chicago
After School All stars
After School Matters
All Chicago
Alternative Schools Network
Boys & Girls Clubs of Chicago
Chicago Beyond
Chicago Commons
Chicago Community Trust
Chicago CRED
Chicago Lights
Chicago Public Schools
Chicago Symphony Orchestra
Chicago Urban League
Chicagoland Workforce Funders Alliance
Children's Home & Aid
Circle of Service
City of Chicago
Civic Leadership Foundation
Contextros
Cook County Sheriff's Office
Cook County Workforce Partnership
Daniel Murphy Scholarship Fund
Department of Children and Family Services
Department of Family and Support Services
Equip for Equality

Erie House
Forefront
Free Sprit Media
Gardeneers
Gary Comer Youth Center
Generation All
Get IN Chicago
Girls in the Game
Horizons For Youth
Howard Area Community Center
INCS
Kids First
La Casa Norte
LAF
Lurie Children's
Macarthur Foundation
Marriott Bridges
Mayor's Office
Mercy Home for Boys & Girls
Metro Family Services
Midtown Metro
National Runaway Safeline
National Youth Advocate Program
Northeastern Illinois University
Ombudsman
Pathways

Polk Bros Foundation
Public Allies
Schools That Can
Senator Durbin's Office
SGA Youth and Family Services
Smart Chicago
Spark
St. Sabina
TCB-Oakley Square
UCAN
United Way
University of Chicago Urban Labs
Urban Initiatives, Inc.
Westside Health Authority
Women With Drive Foundation
Year Up
YMCA
Youth Advocate Programs (YAP)
Youth Connection Charter School
Youth Guidance

► Post-Secondary Stakeholders

A Better Chicago
Academy for Urban School Leadership Chicago
Advance Via Individual Determination
America Needs You
Bottom Line
Braven
Brinson Foundation
Chicago Public Schools
Chicago Scholars
Circle of Service Foundation
City Colleges of Chicago
College GreenLight
College Transition Collaborative
DePaul University
Gary Comer Youth Center
Governors State Illinois
Illinois Elementary School Association
iMentor
Maple Grove Objective
McCormick Foundation
National Lewis University
Network for Teaching Entrepreneurship
North Park University
Northern Illinois University
One Goal Graduation
One Million Degrees
Partnership for College Completion
Pass with Flying Colors
The Mayer & Morris Kaplan Family Foundation
United Way-Metro Chicago
University of Chicago
University of Chicago Charter School
University of Illinois at Chicago
William Blair
Women Employed
Youth Connection Charter School
Youth Job Center

► Youth Employment Stakeholders

After School Matters
All Stars Project
Alternative Schools Network
Aspen Forum for Community Solutions
Banner School
Black Chicago Tomorrow
Cara Program
CH Robinson
Chicago Beyond
Chicago Community Trust - Hive Fund
Chicago Cook Workforce Partnership
Chicago CRED
Chicago Housing Authority
Chicago Mayor's Office
Chicago Public Schools
Chicago Sinai
Chicago Symphony Orchestra
Chicago Treasurer's Office
Chicago Youth Boxing Club
Chicagoland Workforce Funders Alliance
Children's Home + Aid
Civic Leadership Foundation
Education Systems at NIU
Embarc Chicago
Erie Neighborhood House
Gardeneers
Gary Comer Youth Center
Genesys Works
Heartland Alliance
Hilton
Illinois Department of Child and Family Services
JPMorgan Chase Foundation
KRA
La Casa Norte
Lawrence Hall
Leaders Up
Legal Assistance Foundation
Marriott Bridges
Mercy Home for Boys & Girls
Metro Family Services
Mikva Challenge
National Youth Advocate Programs, Inc.
Ombudsman Chicago
Phalanx Family Services
Pritzker Traubert Family Foundation

Public Allies
re:work
SGA Youth and Family Services
Skills for Chicagoland's Future
Smart Chicago
Sprint
St. Joseph Services
St. Sabina Employment Resource Center
Starbucks
TCB-Oakley Square
The OSA Foundation
UCAN
United Way
University of Chicago Charter
Walgreens
Westside Health Authority
World Business Chicago
Youth Connection Charter School
Youth Guidance
Youth Job Center

CHICAGO COLLEGE & CAREER ADVISING CREDENTIAL

STEP 1

Identify and bring together critical collaborative partners focused on moving an outcome

Collective short-term outcome

Decrease the number of low-income students who are accepted to college but do not begin their college freshman year.

Collective long-term outcome

Increase college graduation rates for low-income students.

Collaborative partners:

Brinson Foundation
Chicago Public Schools
Circle of Service Foundation
Goddard Riverside Community Center
Maple Grove Objective
Northern Illinois University
OneGoal
Umoja
University of Illinois at Chicago

STEP 2

Bring in research and data

Quality postsecondary advising is one of the greatest drivers of whether a student enrolls and persists in college. Yet, only 56% of school counselors surveyed nationwide state that their training has adequately prepared them for best practice college and career advising.

STEP 3

Design a solution

Through regular monthly meetings starting in 2014 through 2016, this intervention pulled best practices across multiple agencies and leveraged insights from Thrive's data partners to create a comprehensive, 52-hour workshop series for college and career advisors.

STEP 4

Raise resources to execute solution

Thrive raised resources from the Lumina Foundation to implement the training series for both Chicago Public Schools and nonprofit staff.

STEP 5

Drive execution of solution with partners

Train High School Counselors in College and Career Advising

Only about half of the nation's school counselors say that their certification programs adequately prepared them to provide college and career advising to high school students. During the 2014-2015 school year, CPS, in coordination with Thrive Chicago and Options Institute-Goddard Riverside Community Center in New York, piloted a program to be at the forefront of improving the advising practices of school counselors and college coaches. CPS established the Chicago College and Career Advising Credential (CCCAC) — a comprehensive, 8-week training program for school counselors that is designed for counselors to best meet the needs of CPS students.

CHICAGO COLLEGE & CAREER ADVISING CREDENTIAL (CONT'D)

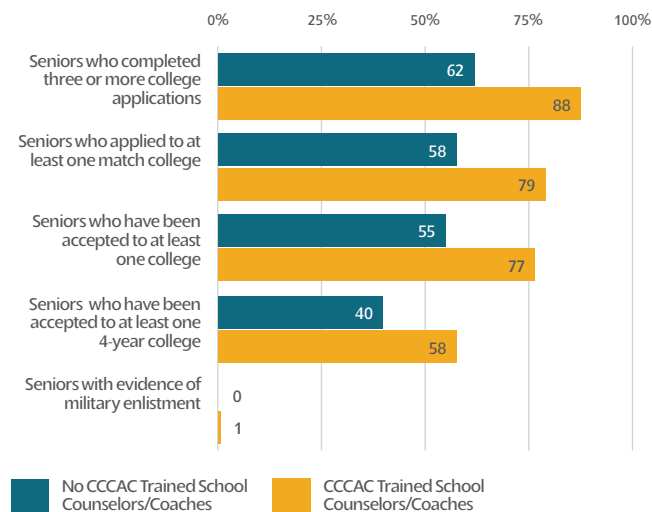
STEP 6

Measure effectiveness of solution

Preliminary data from early cohorts indicate schools with a credentialed staff member have increased FAFSA completion rates.

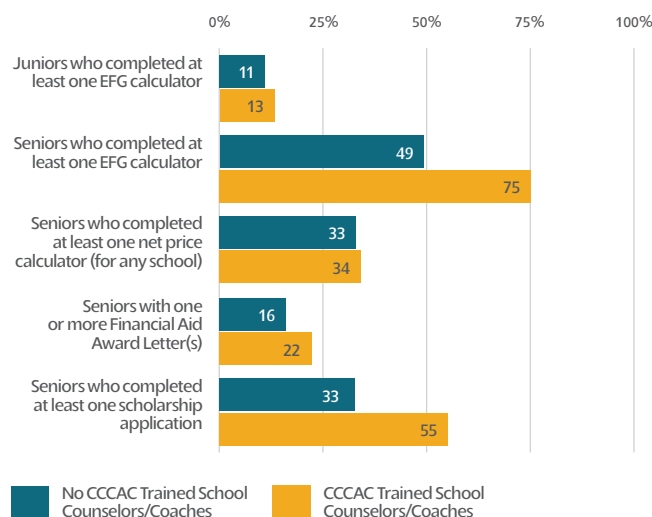
Applying to College

KPI Comparison between schools with CCCAC Trained School Counselors/Coaches



Paying for College

KPI Comparison between schools with CCCAC Trained School Counselors/Coaches



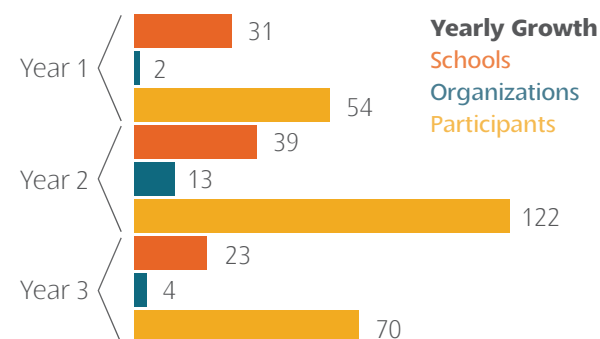
STEP 7

Scale solution for systemic impact

To date, individuals from the following college access nonprofits have earned the credential

AVID Center	Mikva Challenge
Bottom Line	OneGoal
Chicago Lights	Umoja
College Possible	UIC
GEAR Up	Urban Alliance
Genesys Works	Waukegan to College
High Jump	Year Up
iMentor	Chicago Botanical Garden
Illinois School Counselor Association	Higher Education Compact of Greater Cleveland
Ladder Up	

To date, 246 individuals from 93 schools across all CPS networks and 19 organizations have earned the credential.



93 of 190 Chicago high schools have a trained staff member



99% of participants state that CCCAC helped them to more effectively advise students

By 2019, every high school counselor will be certified through the 8-day Chicago College and Career Advising Credential program so that they can skillfully advise students on how to set post-graduate goals.

(Source: CPS 2013-18 Action Plan: The Next Generation: Chicago's Children)

YOUTH EMPLOYMENT INITIATIVE

STEP 1

Identify and bring together critical collaborative partners focused on moving an outcome

Collective short-term outcome

Increase access to entry level jobs for Chicago Opportunity Youth.

Youth-Serving Organizations:

Chicago Cook Workforce Partnership, Mayor's Office, Skills for Chicagoland's Future, Chicago Public Schools, Department of Family and Support Services, Chicago Housing Authority, City Colleges of Chicago, One Summer Chicago, Chicago Community Trust/LRNG, Emerson Collective, Chicagoland Workforce Funders Alliance, Service Year Alliance, Economic Awareness Council, Cabrini Green Legal Aid, Legal Assistance Foundation

Collective long-term outcome

Increase the number of youth who are employed at a living wage in a career that has advancement pathways.

Employers:

Anixter Inc, Brookfield Zoo, Calumet Area Industrial Commission, Chipotle, Chase Bank, Cintas, Cook County Sheriff's Office, CVS, FedEx, Five Guys, Gourmet Gorilla, Hilton Worldwide, HMS Host, Hyatt Hotels, JCPenney, Jewel Osco, Lyft, Macy's, Mariano's, Microsoft, Monterrey Security, Moore Security Services, Nando's, Nordstrom, Norfold Southern Railroad, Panda Express, PepsiCo, Premier Home Health Care, Savers, SMASHOTELS, SOS Children Village, Sprint, Starbucks, Taco Bell, Target, TCC Mobile, Teavana, Tom's, United Quick Transportation, UPS, Villa, Walgreens, Walmart, Wendy's, Woodbridge Nursing Pavilion

STEP 2

Bring in research and data

Youth unemployment in Chicago is chronic, concentrated, and deeply rooted. This is supported by a 2017 publication on joblessness by the UIC Great Cities Institute.

STEP 3

Design a solution

Thrive worked closely with the Chicago Cook Workforce Partnership, the City of Chicago and over a hundred community-based organizations and employers on testing innovative new practices and tools to recruit, prepare, and connect opportunity youth to entry-level jobs through the planning and execution of a series of hiring events.

STEP 4

Raise resources to execute solution

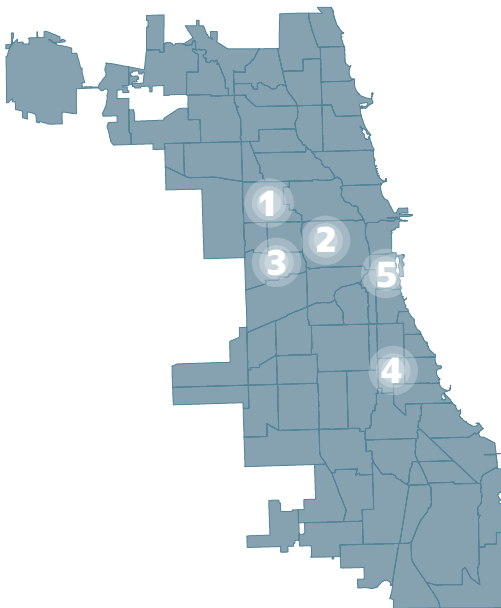
In addition to funds invested by the Aspen Institute and Schultz Family Foundation, Thrive raised resources from The Chicago Community Trust and Emerson Collective.

YOUTH EMPLOYMENT INITIATIVE (CONT'D)

STEP 5

Drive execution of solution with partners

To date, there have been five hiring fairs across different neighborhoods in Chicago attended by over 4,000 Opportunity Youth as part of the 100K Initiative.



1 Humboldt Park

April 6, 2017

- 16 employers
- 219 youth attended
- 392 interviews
- 195 offers made

2 Malcolm X College (Citywide)

September 21, 2016

- 24 employers
- 550+ youth attended
- 650+ interviews
- 300+ offers made

3 North Lawndale

May 12, 2016

- 15 employers
- 357 youth attended
- 258 interviews
- 225+ offers made

4 Washington Park

January 15, 2016

- 16 employers
- 79 youth registered
- 74 offers made

5 McCormick Place (Citywide)

August 13, 2015

- 30 employers
- 4,000 youth registered
- 600 offers made

STEP 6

Measure Effectiveness of solution

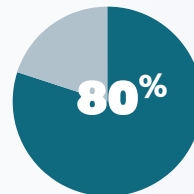
5,090
youth attendees
to date

3,138
interviews
to date

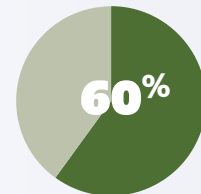
1,255*
offers made
to date

94
total
nonprofits

45
total employers
involved



Nearly 80% of youth attending the hiring event are more ready for a job.



Nearly 60% of youth attending the hiring event are more ready to continue their education.

*Hiring and retention data coming soon

Thrive's Innovative Data Partnership

PHASE ONE (2016-2017) IN-SCHOOL YOUTH DATA INFRASTRUCTURE

In 2016, Thrive made its first investment in an unprecedented data tool that automatically connects, in real-time, program data with student data from Chicago Public Schools. This was the first step to realize our vision that the billions of dollars spent annually on youth programming across the city should be informed by data.



School District



Youth-Serving Organizations



**BETTER INSIGHTS
IMPROVED OUTCOMES**

School Data

Academics	Engagement	Behavior
Grades	Attendance	Misconducts
GPA		
On-Track	Chronic Absence / Truancy	Out-of-School Suspensions
Assessments		
FAFSA		

Program Data

After School Matters
Boys & Girls Clubs of Chicago
Brighton Park Neighborhood Council
BUILD Chicago
Children's Home and Aid*
Chicago Housing Authority*
Chicago Public Library
Chicago Scholars
Chicago Urban League
Chicago Youth Boxing Club
Chicago Youth Centers
Chinese American Service League
Chinese American Service League
City Year Chicago
Department of Family & Support Services
Erie Neighborhood House
Gary Comer Youth Center
Girls in the Game
Heartland Alliance
Metropolitan Family Services*
One Goal
Phalanx Family Services
Project Exploration
Project SYNCERE
SGA youth & Family Services
Spark Program
UCAN*
Urban initiatives
YMCA*
Youth Guidance

*Pilot partners since 2016

Outputs



Insights

Youth-serving organizations can log in to Thrive's dashboard at any time to see how their program participants are doing academically. Even with personally identifiable information suppressed, organization gain incredible insights from this dashboard.

**Our goal is to expand
to 100 partners by 2019**



VALUE TO YOUTH SERVING ORGANIZATIONS

- › Do we offer the right services to meet the needs of our youth?
- › What do youth outcomes look like by service type?



VALUE TO OUR NEIGHBORHOODS

- › Are student outcomes improving across all neighborhoods?
- › Are programs distributed across the city according to meet the highest needs?
- › Where are the gaps or overlaps?



"Chicago Scholars is committed to continuous monitoring and evaluation of our programing. Engaging in the Thrive Data Partnership is an excellent opportunity to see where and how we are moving the college access needle, as well as identify additional opportunities to support Chicago's college bound students. Additionally we value the opportunity to collaborate with other organizations in a professional learning environment so that we can learn and contribute expertise related to practitioners' use of aggregate-level academic data for continuous quality improvement."

Chicago Scholars



"It is critical to have real-time actionable data to ensure we are working with the right students at the right time, using the most effective interventions... our missions align with the goal of providing a better future for the youth of Chicago through education and opportunity. City Year Chicago is eager to better provide essential supports for students who need it the most and strengthen Chicago communities through a partnership with Thrive Chicago."

City Year Chicago



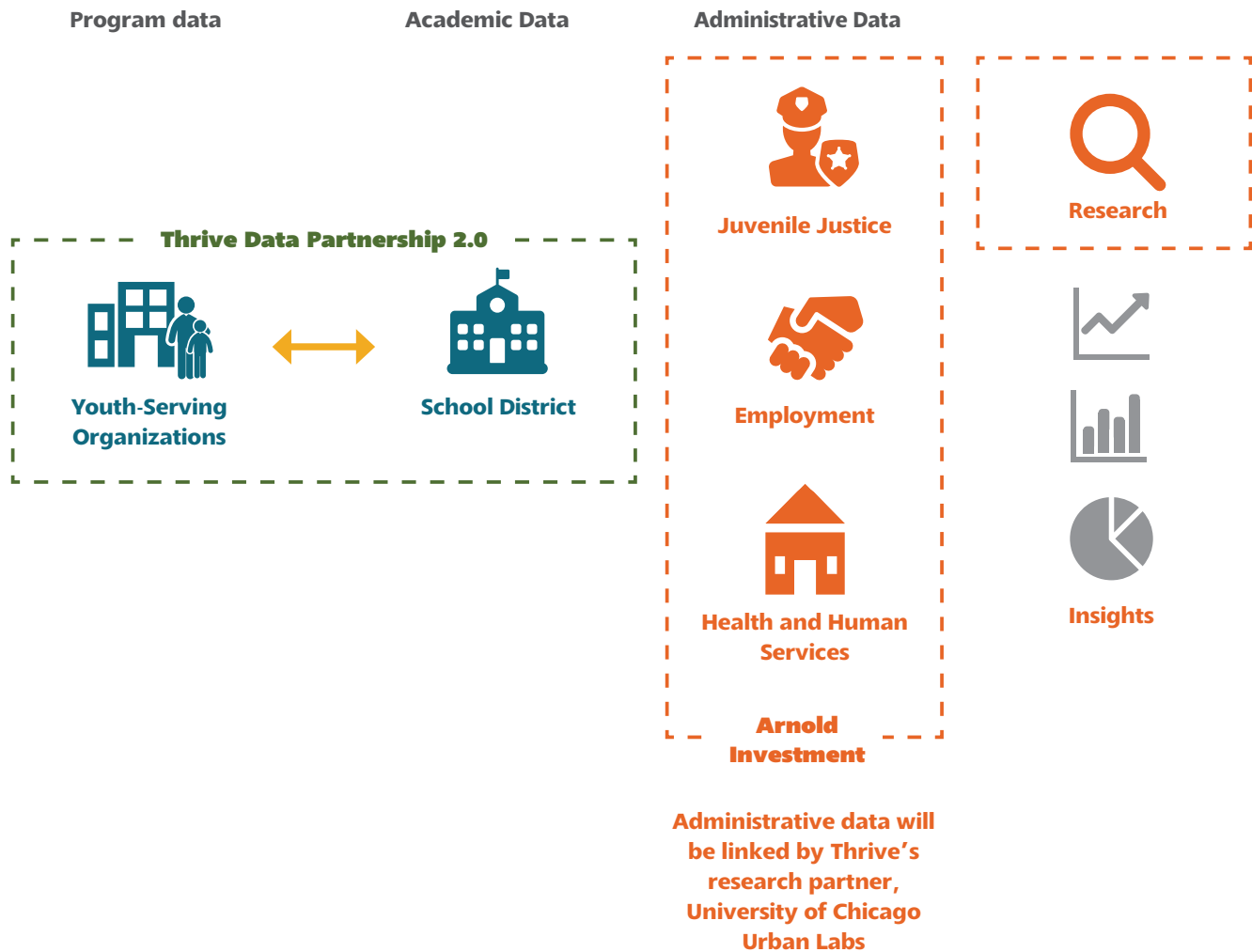
"The Youth Services Division is interested in accessing more education data to support participants and better target our service delivery for opportunity youth. This data will be useful for us to identify youth who are facing academic challenges or who are at risk of dropping out of school so that we can address a need to provide services for those youth."

Department of Family and Support Services

Thrive's Innovative Data Partnership

PHASE TWO (2017-2018) OUT-OF-SCHOOL DATA INFRASTRUCTURE

We want the Thrive Data Partnership to utilize as many data sources as possible, including administrative data sets such as human and health agencies and the juvenile justice system data.



How it will inform Thrive's Future Strategies

This data infrastructure for both in school and out of school youth can inform what we rapidly prototype through Thrive "Action Teams" where we bring hundreds of practitioners, researchers, funders and city agencies to focus on one common youth outcome.

With the data infrastructure built, we will continue to add data sources to capture youth experiences beyond the classroom (badging) or from college.

We will also add collective intervention data that we collect through the Thrive Action Teams so that we can collectively improve our collective efforts on behalf of helping youth.



The Opportunity Youth Data and Research Project

“

Policymakers and service providers need accurate, reliable, and actionable data to inform their decisions...

We are pleased to provide funding to help build the critical data infrastructure for this effort. New data systems will make it possible to learn more about these youth and will allow researches to conduct high quality, rigorous studies of programs intended to help young people succeed.

Erica Brown
Director of Results-driven Government
Laura and John Arnold Foundation

”

THE OPPORTUNITY YOUTH DATA AND RESEARCH PROJECT

The Opportunity Youth Data and Research Project, a joint effort between Thrive and Urban Labs, aims to answer the following questions for out of school youth:

- › Who are OY youth? Where do they live and what are their barriers?
- › What happens prior to disengagement (school performance)? What happens after disengagement (arrest, homelessness, etc.)
- › Who is currently at risk of becoming OY? What are the best predictors of disengagement? What are the protective factors preventing disengagement?
- › What services and supports are available to help OY reconnect?
- › What programs are most effective at reconnecting OY?
- › How can we improve exiting programs in order to get the best outcomes for youth?

COMPONENT 1

Link data sets to provide clear picture of who 60,000 opportunity youth are and their education level, incarceration history and employment history.

TYPE	CATEGORY	DATA
Administrative	Education	Education outcomes, services and supports
	Employment	Youth employment, wages, and unemployment insurance
	Crime	Youth justice involvement and victimization
	Health and Human Services	Youth benefit receipt
	Housing	Receipt of housing services and supports
Program	Service Providers	Program participation (enrollment, dosage)

THE OPPORTUNITY YOUTH DATA AND RESEARCH PROJECT (CONT'D)

COMPONENT 2

Urban Labs will conduct a landscape scan to provide a clear picture on which organizations are providing opportunity youth services and where. The Thrive community receives this information.

COMPONENT 3

Thrive uses best available data & research to design solutions with community.

COMPONENT 4

Thrive partners with organizations to help them implement those designs and continuously improve.

COMPONENT 5

Urban Labs will rigorously evaluate these collective best practices tested through the Thrive community.

COMPONENT 6

The findings of these evaluations will be shared with the Thrive community and elevate the quality of Opportunity Youth programming citywide.

OPPORTUNITY YOUTH STRATEGY

STEP 1

Identify and bring together critical collaborative partners focused on moving an outcome

Chicago has approximately 60,000 “Opportunity Youth” (OY)—youth ages 16-24 who are disconnected from school and work. Every year that passes, more youth become disconnected and remain jobless as adults. Stopping the flow of generations of youth not connected to employment or education is imperative for Chicago’s economic health and public safety.

Outcome focus:

The goal is to reconnect 10,000 Opportunity Youth to work and school in the next 3 years by strengthening pathways for youth to get back to school or to find work in 3–5 neighborhoods.

Critical collaborative Partners:

Alternative Schools Network
Boys & Girls Clubs of Chicago
Chapin Hall at the University of Chicago
Chicago Beyond
Chicago Cook Workforce Partnership
Chicago Public Schools
Chicago Urban League
Chicagoland Workforce Funders Alliance
Cook County Justice Advisory Council
Department of Family & Support Services
Dovetail Project
Emerson Collective
Get IN Chicago
K.L.E.O. Community Family Life Center
Mercy Home for Boys & Girls
Mikva Challenge
National Youth Advocate Program, Inc.
Office of the Mayor
Robert R. McCormick Foundation
SGA Youth & Family Services
Skills for Chicagoland’s Future
The Chicago Community Trust
The Joyce Foundation
The Resurrection Project
UChicago Urban Labs
Westside Health Authority
Year Up
Youth Connection Charter School
Thrive in Action
Opportunity Youth Strategies

STEP 2

Bring in research and data



Great Cities Institute



Science in Service of Cities.

ChapinHall
at the University of Chicago



The group worked with research partners to shed new light on the problem and discover some remarkable things about Chicago’s out of work and out of school youth:

- 59% have a high school diploma
- Half are female
- There are an estimated only 50 organizations serving these youth and each one usually serves 100 or fewer for 6 months or less

OPPORTUNITY YOUTH STRATEGY (CONT'D)

STEP 3

Design a solution

Thrive Chicago launched an Opportunity Youth Group of 30+ public and private partners to build new knowledge about Opportunity Youth in Chicago and produce a set of shared solutions for connecting them to employment and education. Partners included youth-facing public sector agencies, local funders, research institutions, youth leaders, and community-based service providers.

OY Working Group Recommendations

- 1** Build a data infrastructure to better understand the needs and trends of Opportunity Youth.
- 2** Launch community-based “Reconnection Hubs” for Opportunity Youth to better navigate existing resources from one centralized location.
- 3** Invest in unified referral structures and tools that create better hand-offs between and across system providers.
- 4** Identify existing resources for under-served OY; expand funding for actual programmatic capacity where gaps exist.
- 5** Offer more opportunities to build skills towards a career, whether it is through job skills training or apprentices, that provide OY with a stipend or paid work.
- 6** Scale up investments in housing, childcare, transportation, substance abuse, and justice system barrier supports for Opportunity Youth.
- 7** Create better outreach tools, technologies and online resources to reach and engage the most disconnected youth.
- 8** Partner with employers to better understand the “demand” for local talent and then create the “supply” pipeline of qualified youth.
- 9** Invest in programming that incorporates a strengths-based, positive approach to working with youth that is trauma-informed and is knowledgeable on adolescent development.
- 10** Invest in programming that provides higher “dosage” rates and case management supports for Opportunity Youth.

OPPORTUNITY YOUTH STRATEGY (CONT'D)

STEP 3

Design a solution (cont'd)

The Opportunity Youth Working Group's recommendations to approach this challenge citywide result in the design of the Opportunity Youth Employment Pathway.

Challenge

Opportunity Youth cannot easily navigate the complex landscape of services.

Opportunity Youth need more options to be in school and working at the same time.

Opportunity Youth need more employers committed to hiring and supporting them.

RECONNECT

LEARN & EARN

EMPLOY

Solution

Support existing programs to help them become **reconnection hubs** that help Opportunity Youth navigate the system.

- Outreach
- Intake
- Refer

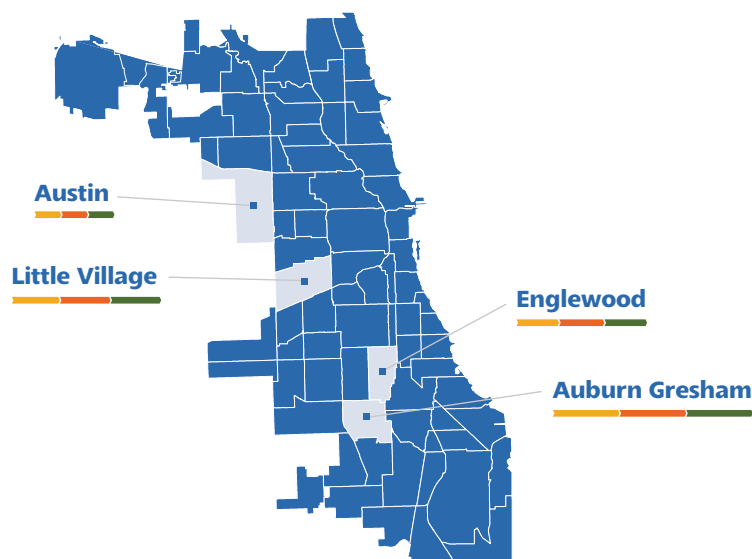
Support existing programs to scale **learn and earn** programs that provide Opportunity Youth an opportunity to develop marketable skills and receive compensation for their work.

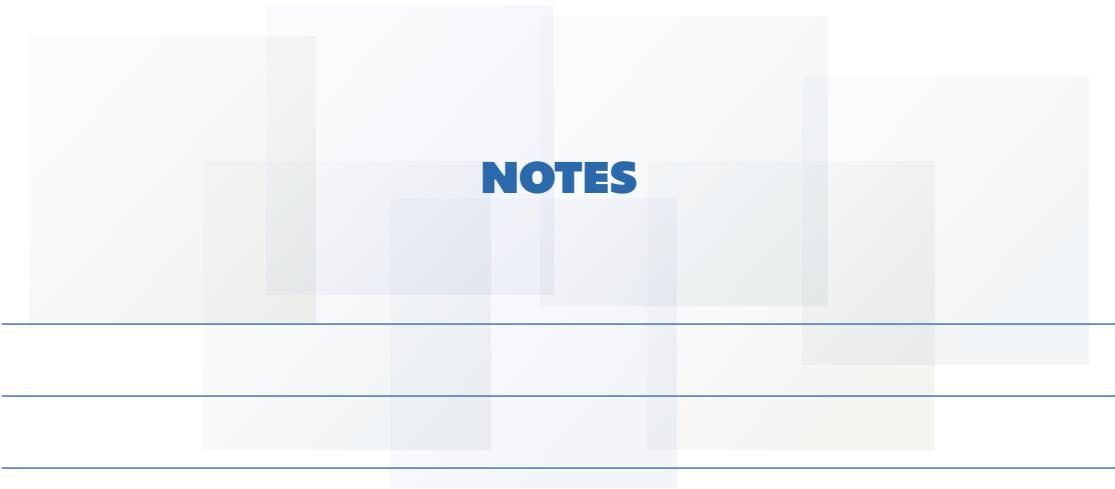
- Part time work
- Paid Internship
- Apprenticeship

Identify employers willing to partner with youth organizations to provide **employment opportunities**.

- Job

Proposed Reconnection Hub Neighborhoods





NOTES

This image shows a blank sheet of white paper with horizontal blue ruling lines. The lines are evenly spaced and run across the width of the page. At the top center, there are several faint, overlapping rectangular shapes in light gray, light blue, and light green colors, which appear to be part of a header or decorative element. The rest of the page is empty except for the ruling lines.



thrivechicago

www.thrivechi.org | Phone: 773.904.2989