Mobility LABs Annual Learning and Evaluation Report

Implementation Year 1 (2021-2022)

Prepared for Robin Hood | December 2022

EQUAL MEASURE

FINDING PROMISE
FUELING CHANGE

EXECUTIVE SUMMARY

Mobility Learning and Action Bets (Mobility LABs) is a national investment led by the Robin Hood Foundation and supported by multiple funding partners. The initiative partners with local organizations ("anchor partners") in nine communities to develop community-driven solutions to sustainably lift families out of poverty. The report documents the nine Mobility LABs projects' activities and impact of those activities in Implementation Year 1 (early 2021 and into 2022).

In Year 1, the Mobility LABs anchor partners focused on **establishing the foundation for long-term, sustainable economic mobility** in their communities. Building from the planning phase, the foundational work included:

➢ Engaging and building **relationships with local, trusted, and experienced cross-sector community-based organizations**; in many cases, formalizing those relationships into partnerships.

➢ Engaging and building **relationships and trust with local community residents** through various forms of outreach and engagement and through the provision of programs and services to develop skills and meet immediate needs.

Partnerships with Community-Based Organizations

Anchor partners dedicated time and energy to identifying partners and developing and deepening relationships with local organizations. Anchor partners collaborated most extensively with local **community-based organizations (CBOs),** and many also collaborated with other cross-sector partners such as higher education and government entities.

Anchor partners took a variety of different approaches to building **multi-sector collaborations** for sustainable economic mobility, highlighting the many ways organizations can align their work. Partnership structures included:
- Collective decision making + action
- Coordinator + convener
- Centralized decision making + network of partners

In addition to developing partnership structures in Year 1, community collaboratives established **ways of working** together to coordinate efforts and leverage the strengths of each partner. Structures and processes included:
- Partnership agreements or MOUs
- Regular cadence of meetings
- Hired and onboarded staff members to lead and manage the project
- Committees and advisory boards

Community **partnerships enhanced the credibility and capacity** of the economic mobility efforts.

- Partnering with organizations proximate to community helped build credibility and awareness of the economic mobility initiative.
- Leveraging the technical skills and expertise of partners enhanced coordinated service provision and creative programming.

Engaging Community Residents

Anchor partners view community residents as critical partners in collaboration efforts to change the conditions holding poverty in place. Each Mobility LABs project is using **community engagement as a key strategy for advancing economic mobility.**

Community ownership sparks and sustains momentum of the project activities. Project leads see the most promise in sustaining mobility efforts by **leading from within the community**, "by us, for us." This commitment was operationalized when:

- Partnerships intentionally staffed mobility projects with individuals from the immediate community, in part to build trust among residents.
- Partnerships solicited community member input to inform community-driven solutions.
- Partnerships used advisories and other formal structures as methods of community engagement.

Community engagement also consisted of the **provision of direct services and supports** to meet community members' immediate needs, as well as build trust and pathways for future success.

- Partnerships engaged community residents through extensive **outreach**. Direct communication spread awareness and connected residents to programs and resources.
- A majority of Mobility LABs partnerships provided **workforce readiness and/or leadership programs** for adults and youth in their communities in Year 1. These included workforce certifications, youth summer employment, and entrepreneurship programs, as well as leadership and civic engagement trainings.
- Several Mobility LABs partnerships used Year 1 to plan for the provision of programs and direct services for their community members. For example, ramping up for a parenting student two-gen program and a community mobile unit occurred in Year 1.
- Many direct service activities were pushed into Year 2 as sites struggled with delays in hiring staff, staff turnover, and ongoing disruptions from COVID-19.

Progress in Year 1

In addition to improved coordination of service provision across partners and increased awareness of programs and resources, Mobility LABs partnerships reported positive outcomes among community residents across the three constructs of mobility from poverty— in power and autonomy, sense of belonging, and economic stability. Community collaboratives also noted ways they were working to change the narrative about poverty in their communities.

- **Power and autonomy**: Four of the nine Mobility LABs projects reported **significant progress in improving leadership skills** as a result of project activities in Year 1, with one additional site reporting some progress. This was the largest reported change, along with increased collaboration and partnerships and network development/expansion. In addition, five of nine

sites reported at least some progress in increasing **self-confidence and self-efficacy** among those involved in Mobility LABs efforts, and four sites reported at least some progress in improving **advocacy skills**.

- **Sense of belonging**: Partnerships reported increases in **social capital** – the networks of relationships among people. Community collaboratives structured their programs to encourage a sense of belonging, for example, through cohort models and in using community navigators to work with participants. Surveys captured greater connection to community among program participants.

- **Economic stability**: Nearly half of community collaboratives noted increases in **human capital** among program participants such as increased job readiness skills, education, and knowledge. Four of the nine collaboratives reported at least some progress in **educational improvements/ credential attainment** and **improved job skills** as a result of program activities in Year 1. Three collaboratives reported some progress in job attainment or advancement, and two reported increased financial literacy.

- **Narrative change**: Mobility LABs partners **are shifting their communities' internal narratives** to realize and strengthen power within communities to drive change, a necessary step for long-term economic mobility. Nearly half of the anchor partners reported some progress in creating new narratives in their communities.

Considerations

Based on our learning and evaluation activities in Year 1 of Mobility LABs implementation, we offer the following considerations as the initiative enters its final two years.

- ➤ Economic mobility is long-term work. Mobility LABs partnerships are just getting started on the foundational and critical work of building infrastructure, maintaining partnerships, and engaging residents to develop community-driven and broader systems solutions. **How can Robin Hood Mobility LABs funders continue to support the work of the Mobility LABs communities or provide additional resources to ensure their work can continue?**

- ➤ Multi-sector collaboration is challenging and time-intensive work. Relationships must be cultivated and nurtured, and partners need to feel invested and motivated and see benefits from the collective work. **What resources, tools, technical assistance, or connections can Robin Hood Mobility LABs funders offer community collaboratives as anchor partners delve into the increasingly complex work of activating partners to advance systems change?**

- ➤ Systems change work requires different capacities and skills than direct service work. **How can Mobility LABs funders facilitate relationships between LABs partners, policymakers, and other organizations advancing systems transformation?**

- ➤ Narrative change – changing how people think and talk about poverty – is also a critical part of sustainable economic mobility. **What activities can Robin Hood spearhead and lead to support changes in narratives? How can this narrative change work advance racial equity?**

INTRODUCTION

Mobility Learning and Action Bets (Mobility LABs) is a national investment led by the Robin Hood Foundation and supported by multiple funding partners. The initiative partners with local organizations in nine communities to develop community-driven solutions to sustainably lift families out of poverty. Mobility LABs defines and measures mobility from poverty across three dimensions: economic stability, power and autonomy, and belonging and inclusion.

The initiative is highly contextualized to the strengths and needs of the nine communities and is guided by a data-driven and heart-led approach, grounding the work in the voices and experiences of those living in poverty and centering racial justice, equity, diversity, and inclusion. The principles ensure that the local projects are rooted in and reflective of community resident priorities. The investment and approaches are implemented through the initiative's learning and action "bets."

FIGURE 1. MOBILITY LABS COMMUNITIES

HARVEY, ILLINOIS
Uplift Harvey

NORTHEAST PENNSYLVANIA
NEPA Mobility LABs

BAY AREA, CALIFORNIA
• Community Economic Mobility Vehicle (CEMVe): Southeast San Francisco
• Jobs to Grow: East San Jose
• Mobility LABs of Contra Costa: Antioch, East Contra Costa County

NEW YORK, NEW YORK
• Brownsville Hub Cooperative: Brownsville, Brooklyn
• Bronx Leadership and Organizing Center: South Bronx
• Flushing Mobility Collaborative: Flushing, Queens

BALTIMORE, MARYLAND
Baltimore Communities Assisting and Advancing Neighbors (BCAAN): Penn North

The report documents the nine Mobility LABs projects' activities and impact of those activities in Implementation Year 1 (early 2021 and into 2022), based on data collected through: 1) a survey of anchor partners ("Learning Tool") to understand Year 1 activities and outcomes, and 2) interviews with anchor partner staff members working on the Mobility LABs projects and their partner organizations.[1]

| Planning Phase 2019-21 | Year 1 2021-22 | Year 2 2022-23 | Year 3 2023-24 |

Mobility LABs Initiative
Fall 2019 – Spring 2024

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[1] For a more details on the methodology, see Appendix A.

The report is structured as follows:

- Findings from Implementation Year 1
  - Partnerships with Community-Based Organizations
  - Engaging Community Residents
  - Progress in Year 1
- Considerations for Robin Hood
- Appendix
  - A. About the Evaluation and Methodology
  - B. Theory of Change
  - C. Findings from the Learning Tool
  - D. Short-Term Outcomes

TERMS USED IN THE REPORT:

Anchor partner: the organization directly receiving funds from Robin Hood for Mobility LABs

Partner organization: the organizations collaborating with the anchor partner

Community collaboratives or partnerships: the combination of the anchor and partner organizations working on Mobility LABs

Community residents: people who live in the geographic area(s) where the Mobility LABs project operates

FINDINGS FROM IMPLEMENTATION YEAR 1

In Year 1, the Mobility LABs anchor partners focused on establishing the foundation for long-term, sustainable economic mobility in their communities. Building from the planning phase, the foundational work included:

- ➢ Engaging and building relationships with local, trusted, and experienced cross-sector community-based organizations; in many cases, formalizing those relationships into partnerships.

- ➢ Engaging and building relationships and trust with local community residents through various forms of outreach and engagement and through the provision of programs and services to develop skills and meet immediate needs.

For families to attain sustainable economic mobility, it is essential that the anchor partners have deep engagement and partnership with the local communities where they are embedded. Poverty is a deep-rooted systemic issue resulting from many years of disinvestment, capitalist exploitation, and racist policies. Long-standing and deeply embedded narratives about poverty describe it as an individual failure, leading to internalized narratives of powerlessness in members of disinvested communities. Community engagement aims to center narratives of poverty as systemic and counter internal narratives of powerlessness by engaging local communities and their residents in advocating for and participating in changing the systems that keep people in poverty.

> *"I'm very excited about the broader impact of Mobility LABs, because I am a firm believer that if things change at the grassroots, it really has permanence. When you have top-down changes, particularly social changes, they sort of come and go... But if you can really build the seeds of community change within a respective community, you really change the lives of individuals and people, and that's really what it's all about."*
>
> – East Contra Costa Mobility LABs partner

The Mobility LABs initiative takes a cross-sector and human-centered approach to economic mobility. The U.S. Partnership on Mobility from Poverty[2] asserts increasing mobility from poverty requires cross-sector organizations to work together in a networked way, since no one organization or sector can "solve" poverty. The human-centered design approach develops solutions to poverty by learning from and elevating the experiences of those who understand it best. In Year 1, anchor partners used these principles to engage or build on existing relationships with local organizations and residents to create the foundational infrastructure needed to lift families out of poverty.
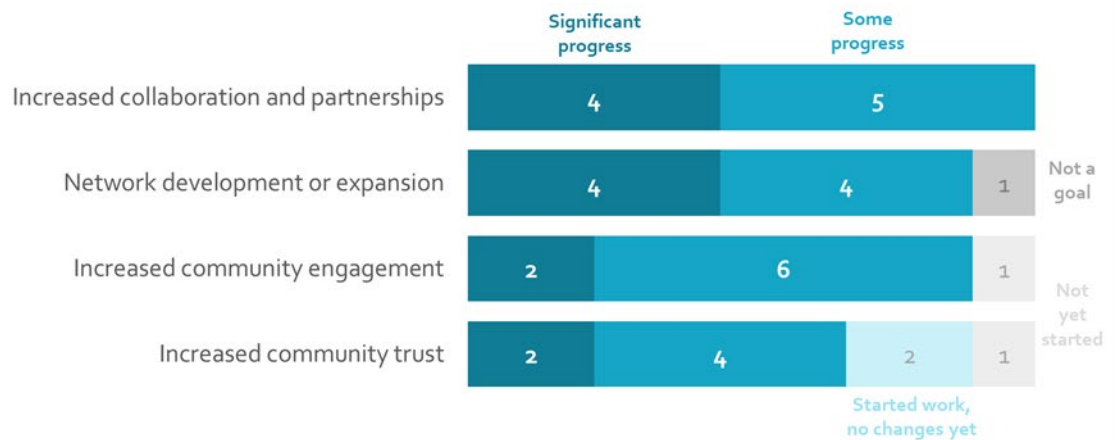
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[2] https://www.mobilitypartnership.org/

Partnerships with Community-Based Organizations

Building on the planning phase, anchor partners dedicated time and energy to identifying partners and developing and deepening relationships with local organizations. All nine anchor partners reported some or significant progress in increasing collaboration and partnerships in Year 1 (Figure 2). Anchor partners collaborated most extensively with local community-based organizations (CBOs), and many also collaborated with other cross-sector partners such as higher education and government entities (Figures 3 & 4). Anchor partners partnered with a variety of community-based organizations that provide direct services such as legal aid, housing, food banks, and education, as well as those who work in advocacy and community organizing. Some organizations were established nonprofits while others were grassroots organizations led by residents. Other community collaboratives included partners like data and evaluation partners, community foundations, a nonprofit advertising agency, and research consultants.

The relationships were essential to building the infrastructure for a network of cross-sector organizations working in concert to change the conditions holding poverty in place in nine communities. By the end of Year 1, partners had laid the groundwork for sustained collaboration.

FIGURE 2. ALL SITES MADE PROGRESS IN INCREASING COLLABORATION AND PARTNERSHIPS IN YEAR 1
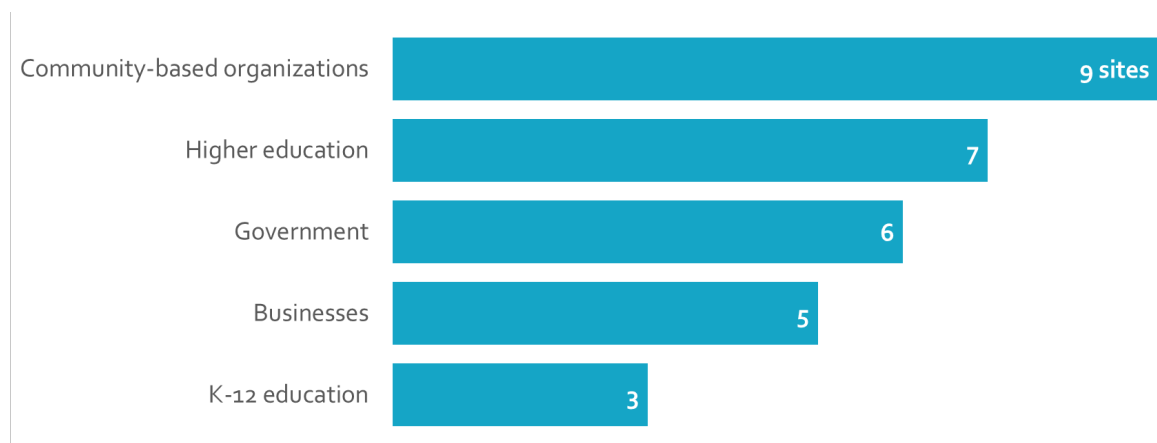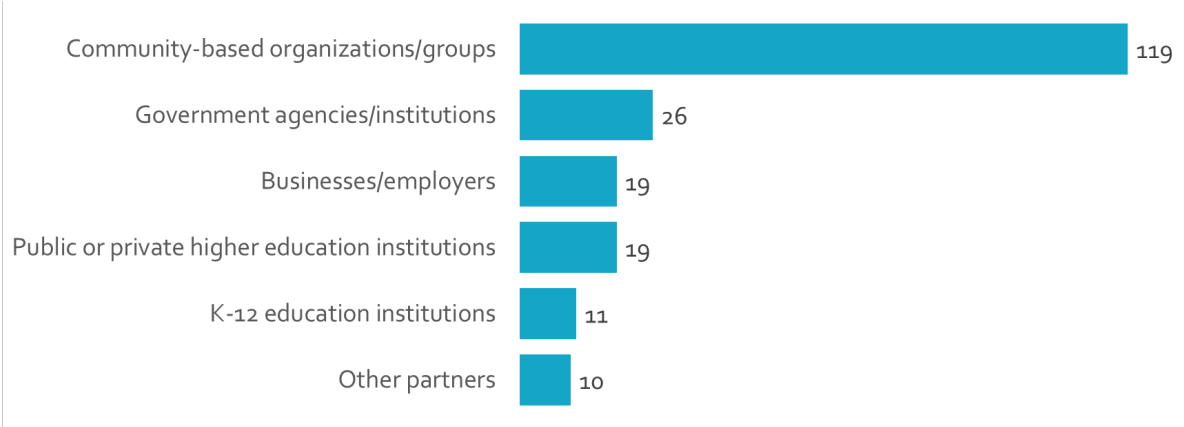

FIGURE 3. COMMUNITIES WORKED WITH CROSS-SECTOR PARTNERS

Community-based organizations/groups	119
Government agencies/institutions	26
Businesses/employers	19
Public or private higher education institutions	19
K-12 education institutions	11
Other partners	10

Anchor partners took a variety of different approaches to building multi-sector collaborations for sustainable economic mobility, highlighting the many ways organizations can align their work. Anchor partners used what they learned in the planning phase, the vision of their projects, and their organizational strengths and gaps to identify partners with whom to collaborate. As new partners joined, the collaboratives modified partnership structures and decision-making approaches to better reflect how the organizations wanted to work together and with the community.

Building on what we observed during the planning phase, we identified three types of partnership structures across the cohort in Year 1.

COLLECTIVE DECISION MAKING + ACTION: Five anchor organizations and their partners are taking a shared decision-making approach, where many (and in some cases all) partners, co-lead the work. Two partnerships – the Flushing Mobility Collaborative and the Si Se Puede Collective (SSPC) – leveraged their established coalitions to continue their mobility work. Flushing created their collaborative during the Mobility LABs application phase and SSPC is a long-established coalition comprising five organizations in East San Jose. Three communities –Brownsville, Baltimore, and the South Bronx– created new collective partnerships in Year 1.

> **Established Coalitions: SSPC** and the **Flushing Collaborative.** These two collectives harnessed the strength of their partnerships to both drive the work and facilitate activities across multiple projects. Within these coalitions, different partner organizations were tasked with leading different components of the work for which they are well-positioned. Leveraging the strength of their partnerships, including operational infrastructure and their local community credibility, the coalitions expanded their partnerships in Year 1 to include other community-based organizations, government agencies, local businesses, and higher education institutions.
>
> **New Collectives: Brownsville, Baltimore,** and the **South Bronx.** In the new collectives, the partners set up a collaborative approach to leadership and decision-making from the beginning

and ensured those in leadership of the collaboratives were from the community. Anchor organizations built relationships with other local organizations with extensive networks in the community. They used these community connections to expand the reach of their economic mobility efforts, and to enhance programming and participants' connection to resources. In each of these collaboratives, a few organizations co-lead and organize the work, with all partner organizations involved in decision-making.

"Seeing [The Bronx Defenders' Director of Community Engagement] lead this work has made me more excited to participate because it's coming from the Bronx, by people who are from the Bronx, who have been doing work here in a different way."

– South Bronx B.L.O.C. partner

COORDINATOR + CONVENER: Two anchor partners – the Community and Economic Development Association of Cook County, Inc. (CEDA in Harvey) and the Commission on Economic Opportunity (CEO in Northeast Pennsylvania) – play the role of coordinators. CEDA and CEO convene partners and provide the structure, finances, and administrative capacity to ensure all activities are part of a coherent, coordinated strategy. In both communities, partner organizations leverage their expertise and knowledge to lead specific activities, providing critical services and programming. A few co-lead partners are involved in decision-making.

CEDA partners with two other organizations to form a core partnership for youth programming with the support and resources from 37 additional local organizations. CEDA provides the subgrants and partnership coordination, and the other organizations provide the direct services.

CEO works with 21 partner organizations, including community-based organizations, government, higher education, and employers, to design different initiatives and programs led by local organizations. CEO convenes and is the administrator of the partnership.

CENTRALIZED DECISION MAKING + NETWORK OF PARTNERS: Two anchor partners – Young Community Developers (YCD/CEMVe) and the Richmond Community Foundation (RCF/Mobility LABs of East Contra Costa) – lead decision making and implementation of the work, consulting partner organizations as needed. Both organizations have established partnerships with community-based organizations, businesses, higher education, government, and financial institutions to build capacity, connect residents to resources, and raise awareness of their mobility work.

YCD partners with local organizations and government agencies to connect residents to resources, aiming to leverage the resources in the community to create coordinated and connected services that meet residents where they are.

RCF partners are advisors to the work, helping to review or design, for example, the leadership training curriculum. In some cases, RCF connects residents to other services as needed.

Regardless of the partnership configuration, all collaboratives required organizational partners to be flexible and adaptable and to prioritize community perspectives.

In addition to developing partnership structures in Year 1, community collaboratives established ways of working together such as formal working agreements, committees, and other processes to coordinate efforts and leverage the strengths of each partner. With multi-sector, multi-organizational work, a shared vision as well as clear structures and processes are needed to work effectively and to leverage the strengths and spheres of influence of each partner. As collaboratives built and expanded partnerships, they developed structures and processes to facilitate collaboration, coordination, and alignment among organizations. Collaboratives understood that establishing these structures was foundational to their collective action on economic mobility; instead of siloed approaches, partnerships facilitated coordinated efforts and held each other accountable for execution.

Collaboratives used a variety collaborative structures and ways of working (Figure 5):

➢ **Partnership agreements or MOUs.** When working collaboratively across organizations, setting clear and agreed upon expectations for how to collaborate is imperative. All collaboratives worked closely with their partners to develop onboarding processes, partnership agreements, and establish ways of working. These guidelines informed how partners will continue to work together.

➢ **Regular cadence of meetings.** Clear and consistent communication is critical to successful collaboration. Based on the collaborative configuration, where the projects were in terms of development, and the ways of working established at the outset, the frequency with which different partners met varied across the cohort. Some collaboratives, such as the Flushing Collaborative, meet weekly, with subcommittees meeting biweekly. The three lead partners in the Bronx meet weekly. On the other hand, Mobility LABs of East Contra Costa and CEMVe of YCD are the primary organizations leading the direction of the work and implementation services, so they meet and communicate with partners as needed.
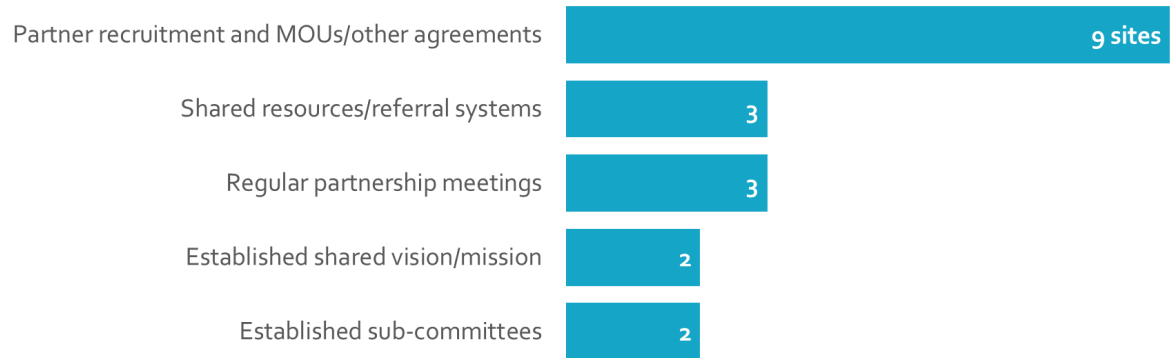
The result is that one, we are creating synergy, and two, neighborhood associations and community-based organizations are talking. It's a buzz because everyone wants to come to the meeting.

– BCAAN staff

➢ **Hired and onboarded staff members to lead and manage the project.** Within collective action, a dedicated staff member or team is needed to convene and coordinate cross-organizational efforts. Many of the collaboratives – the B.L.O.C. of the South Bronx, Jobs to Grow of SSPC, CEMVe of YCD, BCAAN, and the Flushing Collaborative – hired staff to manage relationships across organizations, support the health and productivity of the partnership, and build the organizational and coordinating capacity of the collaborative.

➢ **Committees and advisory boards.** With the focus on a collective, community-centered approach, and with a growing network of partners, some collaboratives implemented advisory boards or committees to facilitate the work. For example, the Flushing Collaborative created a partner advisory group consisting of cross-sector stakeholders who provided input on strategy and direction and helped carry out project activities. The South Bronx established three issue-based subcommittees – youth leadership, workforce development, and community organizing. NEPA convened partners through a core leadership group which led the direction and coordinated all partners; and a steering committee which provided input on the direction and

implemented activities. They also hosted a series of larger group meetings to solicit feedback from the greater network of organizations.

FIGURE 5. BUILDING PARTNERSHIPS, INFRASTRUCTURE, AND WAYS OF WORKING WERE THE MOST COMMON ACTIVITIES IN YEAR 1.

Partner recruitment and MOUs/other agreements	9 sites
Shared resources/referral systems	3
Regular partnership meetings	3
Established shared vision/mission	2
Established sub-committees	2

Community partnerships enhanced the credibility and capacity of the economic mobility efforts. With a complex challenge such as poverty a multi-organizational solution is needed; no one organization can solve poverty alone. Partnering with community-based organizations with complementary skills, experience, and expertise widens the reach of their work and multiplies the effect of their impact.

➢ **Partnering with organizations proximate to community helped build credibility and awareness of the economic mobility initiative.** All collaboratives recognized the importance of building trust and relationships with residents. Taking a relational approach to equity-centered systems change efforts, they tended to the process and ensured that how they worked was just as important as what they accomplished. As anchor organizations engaged partners, they were intentional about building relationships with organizations with strong connections to the community. While anchor organizations themselves were often close to the community, they were conscientious about their partners being so as well to continue to demonstrate a commitment to resident priorities and to expand their reach. Often organizations had deep ties to different segments of a community. For example:

> *"One of the biggest successes of this particular collaborative, and the Flushing based work, is the fact that we dove in with the model and framework of doing much of the work with as many stakeholders at the table as possible, starting with the six co-leading organizations that were jointly granted."*
>
> *– Flushing Mobility Collaborative partner*

The Bronx Defenders formalized partnerships in Year 1 with two organizations – New Settlement, which has a long history of community organizing, and East Side House Settlement, which has a rich network of partnerships and relationships in the community. Both organizations were valuable partners to advance the vision of community transformation towards self-sufficiency and self-advocacy. The three organizations formed the leadership triad – the Bronx Leadership and Organizing Center (B.L.O.C.).

The Jobs to Grow program from SSPC comprises five local organizations – Grail Family Services, Somos MayFair, Veggielution, Amigos de Guadalupe, and School of Arts and Culture – who have worked closely in the Mayfair community for many years and bring a diverse set of skills and expertise to the endeavor. While Veggielution and Grail Family Services are leading the entrepreneurship program Jobs to Grow, all organizations support the program and participate in cross-organizational learning.

The Brownsville Hub Cooperative (BHC) comprises four Brownsville-based organizations who serve as the BHC steering committee – Central Brooklyn EDC, Brownsville Community Justice Center, Community Board 16, and Youth Design Center. While JobsFirstNYC was the original anchor partner leading the work, they were intentional about bringing together organizations already deeply embedded in Brownsville, facilitating trust among them, and positioning these organizations to lead the work. JobsFirstNYC now plays a supportive role for the BHC.

➢ **Leveraging the technical skills and expertise of partners enhanced coordinated service provision and creative programming.** Many of the collaboratives are working to improve the quality and impact of direct services in their communities by building greater awareness among residents of what is available, as well as developing more coherent and coordinated systems of services. Partnering with organizations passionate about mobility from poverty and harnessing their expertise, skills, and experience helped collaboratives begin to transform often siloed service provision systems as well as build new opportunities, which could not be accomplished alone. For example:

BCAAN convened a diverse set of partners who created a shared calendar of programs and events, share resources, and are working toward a joint platform for referrals. The partnership has also led to the development of new programming such as a digital literacy program for older residents and economics programming for girls in a local elementary school.

CEMVe of YCD established relationships with local organizations across housing, healthcare, workforce development, legal services, and education to launch CEMVe, a new neighborhood mobile service to coordinate the wealth of resources that exist within District 10 and make these more accessible to residents. Each partner offers specific services and resources that the community requested during the planning process.

Engaging Community Residents

In addition to building partnerships with local community-based organizations, anchor partners also focused on engaging community residents in their mobility projects, another critical piece of building a foundation for long-term economic sustainability.

Anchor partners view community residents as critical partners in collaboration efforts to change the conditions holding poverty in place. Each Mobility LABs project is using community engagement as a key strategy for advancing economic mobility. The deep and ongoing engagement of residents in mobility projects is enabling partnerships to build local power and agency, as well as a sense of

belonging, as a foundation for sustained, long-term progress. Of the nine sites, seven reported focusing implementation activities in Year 1 on adult residents, and six prioritized working with young residents.[3] One site that did not focus on work with community residents during Year 1 continued to build partnership infrastructure as part of the process of providing direct programming and services in Year 2.

Community ownership sparks and sustains momentum of the project activities. *Who* is at the helm of the work matters. *Whose* voice is centered in the formation of strategies matters. Project leads see the most promise in sustaining mobility efforts by leading from within the community, "by us, for us." Positioning the right people to lead the work has been a necessary first step in gaining trust from community members.

➢ **Partnerships intentionally staffed mobility projects with individuals from the immediate community, in part to build trust among residents.** Many project leaders and staff members grew up in the community and are passionate about improving it. YCD hired District 10 residents to staff CEMVe, aiming to have a team reflective of the community. The RCF Connects team took a community-centered and organizing approach, hiring staff and facilitators from the community to lead the project. The Bronx Defenders searched for and hired an experienced community organizer to be the Director of Community Engagement and to coordinate Mobility LAB activities. This individual grew up in the Bronx and had established relationships with other individual organizers and community-based organizations in the community. Baltimore also hired long-term, trusted residents of the community as outreach leaders to gain trust and buy-in for BCAAN from community members and local organizations. The individuals involved from each partner organization in Harvey have deep passion and commitment to their community. Community resident leadership is an important element of the work because it fosters trust and relationship building with community members, including the youth.

> *"We [at JobsFirstNYC] know that at the end of the day, we're being invited into these communities and [the BHC] steering committee and the community at large are the ones that are going to be taking it over and are already in charge."*
> *— Brownsville Hub Cooperative partner*

➢ **Partnerships solicited community member input to inform community-driven solutions.** Continuing from the planning phase, Mobility LABs partnerships have hosted community listening sessions, such as in Flushing and Baltimore, to hear directly from community members about what is important to them and to craft "resident-led solutions." In Harvey and Northeast Pennsylvania, partners solicited input from community residents and program participants to understand needs and to inform and adjust project activities through surveys, focus groups, and informal communication.

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[3] Eight of the nine sites prioritized work with either adult residents, youth residents, or both (n=5). See Appendix C.

➢ **Partnerships used advisories and other formal structures as methods of community engagement.** Some of the advisories carried over from the planning phase. For example, partners in Baltimore invited members of the Design Sprint team to be part of an advisory group. In Flushing, community members were invited to engage in the Community Advisory Group, which is made up of individuals who live and work in Flushing and who meet biweekly to provide input on strategy and direction related to issues of language access and work and career readiness. Members are compensated for their time. CEMVe also has a community advisory board whose members provide input on CEMVe strategies and tactics.

"I think we are seeing the fruits of all the planning and work because the community's like, 'Yes, we need this.' And we did all the back and forth, even in this initial phase, 'Hey, check this out. What do you all think? Tell us more and more and more.' So, we've been really engaged in community to get that feedback. And it's showing, because they're asking about the unit…"

–YCD staff

Community engagement also consisted of the provision of direct services and supports to meet community members' immediate needs, as well as build trust and pathways for future success. The Mobility LABs partnerships balanced doing both foundational partnership and community engagement work and providing programs, trainings, and services to adults and young people in their communities. Partners view both as critical for short-term and long-term progress towards economic mobility. Providing needed supports also helps to build trust, as repeated experiences of failed initiatives have left behind distrust and skepticism among community members.

"I am most proud of the summer internship program because it began the relationship with the youth we worked with, and we saw increased confidence in the participants and how far they have come with simple tasks like filling out forms and obtaining IDs and bank accounts. It has been the foundation of the work we are doing. "

–UpLift Harvey staff

Partnerships engaged community residents through extensive outreach. Direct communication spread awareness and connected residents to programs and resources.

In **East Contra Costa**, staff knocked on doors, made phone calls, and were present in the neighborhood to make connections with residents. Early in the COVID-19 pandemic, the team worked closely with a few residents to get the word out about the financial assistance they were able to offer. Between the direct assistance to families, showing up in community consistently, and working closely with the participants in their cohorts, the team was able to build trusting, meaningful relationships.

The **Flushing** Mobility Collaborative used direct outreach and case management during Year 1 to support individuals and families with basic needs like food stamps, and with education and employment opportunities. The Flushing partnership employed two staff members who spent a significant portion of their time on case management. They intend to further leverage their network by making more referrals to programs and services—with special attention to the distinctive needs of documented and undocumented immigrants.

A majority of the Mobility LABs partnerships provided workforce readiness and/or leadership programs for adults and youth in their communities in Year 1. Workforce readiness programs aimed to improve job skills, provide work experience, and build knowledge to navigate the job market to secure high-quality jobs. For example, the lead in the Brownsville Hub Cooperative, Central Brooklyn EDC, provided workforce trainings leading to certifications. Through a network of organizations, Uplift Harvey provided a variety of services for young people, including a summer employment program, job skills training, and mentoring. SSPC developed Jobs to Grow, an entrepreneurship program in childcare and the food industry. The program provided workshops and case management related to the industries and to starting a business.

Several Mobility LABs projects also implemented leadership, advocacy, and civic engagement programs in Year 1. East Contra Costa created three leadership training cohorts for adult and youth residents which included leadership workshops and one-to-one and group coaching. SSPC's entrepreneurship program included leadership training for "community navigators" to work with participants and provide case management and referrals. Uplift Harvey provided civic engagement training for young people. (See Appendix C for additional data.)

Several Mobility LABs partnerships used Year 1 to plan for the provision of programs and direct services for their community members. Two Mobility LABs projects conducted significant planning toward providing direct services in Year 2. NEPA Mobility LABs worked to develop their Parent Pathways program by conducting focus groups with parenting students, selecting sub-grantees to administer the program, developing intake processes, and creating strategies for building belonging and agency among participants. The two-gen program is modeled on the evidence-based Women with Children program. In Year 1, YCD developed CEMVe (Community Economic Mobility Vehicle), a mobile unit that travels to different neighborhoods, building relationships with residents and connecting them to services. YCD acquired the vehicle, brought on staff and community partners, and developed marketing, and began serving residents in summer 2022 (Year 2).

Across the Mobility LABs communities, many direct service activities were pushed into Year 2 as sites struggled with delays in hiring staff, staff turnover, and ongoing disruptions from COVID-19. For example, small business training (Brownsville), job training (Flushing), and entrepreneurship training (Harvey) were slated to begin in Year 2. Advocacy and civic engagement work was also delayed (i.e., BCAAN's Resident Leadership Academy and NEPA's Advocacy Academy).

TYPES OF PROGRAMS IN YEAR 1

Five of nine sites provided **workforce readiness** or related programs/trainings

Three of nine sites provided **leadership, advocacy, or civic engagement** programs/training

ADDITIONAL SUPPORTS MOBILITY LABS PARTNERS PROVIDED IN YEAR 1

Financial assistance and gift cards

Free computers and wi-fi

Transportation vouchers

Progress in Year 1

The Mobility LABs partnerships reported positive changes as a result of partnership building, community engagement, and direct services. In addition to improved coordination of service provision across partners and increased awareness of programs and resources, Mobility LABs partnerships reported positive outcomes among community residents across the three constructs of mobility from poverty– in power and autonomy, sense of belonging, and economic stability. Community collaboratives also noted ways they were working to change the narrative about poverty in their communities.

POWER AND AUTONOMY

Most sites reported increases in leadership and advocacy skills, and confidence and self-efficacy – all capacities related to power, the ability to influence, and autonomy, the ability to act according to one's own decisions. These capacities may also be beneficial for longer term change as residents build skills in community organizing and advocating for policies and broader systems changes.

Four of the nine Mobility LABs projects reported **significant progress in improving leadership skills** as a result of project activities in Year 1, with one additional site reporting some progress (Figure 6).[4] This was the largest reported change, along with increased collaboration and partnerships and network development/expansion (see Figure 2). In addition, five of nine sites reported at least some progress in increasing self-confidence and self-efficacy, and four sites reported at least some progress in improving advocacy skills.

Two sites described resident involvement in advocacy work. Jobs to Grow participants in East San Jose attended public meetings with Santa Clara County's Health and Hospital Committee to advocate for healthcare coverage. The committee approved and expanded a healthcare program to include 20,000 families in Santa Clara County. Several of the members of the food entrepreneur cohort successfully advocated for the passage of Bill AB 626, permitting food entrepreneurs to cook and sell food from home. In East Contra Costa, several members of the women's leadership cohort joined the mayor's task force against crime.

"[The cohort participants] became very engaged in going to Board of Supervisor meetings, City of San Jose meetings, and really speaking out and advocating for their needs… The leaders in the community, the stakeholders hearing those voices and having the community be so eloquent in speaking out and raising their voices for what they need… made a big impact."

– Jobs to Grow staff

East Contra Costa also described project participants moving into leadership roles. Three members of the women's leadership cohort moved into leadership and facilitation roles in community meetings, and one men's cohort member has joined the Mobility LABs team as the project's program manager. (See Appendix C for additional survey findings.)

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[4] Data on changes as a result of project activities in Year 1 are drawn from the "Learning Tool" which was administered to the nine partnerships in Spring 2022, reflecting back on activities and outcomes from Year 1. These self-reported changes are likely the result of both programming/direct services, and activities related to partnership and infrastructure building.

FIGURE 6. PROGRESS WAS MADE IN LEADERSHIP AND ADVOCACY IN YEAR 1

	Significant progress	Some progress	Started work, no changes yet	Not yet started	Not a goal
Improved leadership skills	4	1	1	2	1
Increased confidence and self-efficacy	3	2	1	3	
Improved advocacy skills	1	3	1	4	
Increased civic engagement	1	2	2	3	1
Improved entrepreneurial skills	1	2	3	3	

SENSE OF BELONGING

Some sites noted community members reported a greater sense of inclusion, belonging, and trust. For example, Uplift Harvey reported 80% of youth interns felt more connected to their community. In East Contra Costa, 95% of the women's leadership cohort reported they felt important and valued. Flushing noted an improved sense of belonging due to the engagement of their core partners in planning, implementation, and recruitment for the pilot program and through the community listening sessions that they facilitated. Community collaboratives structured their programs to encourage a sense of belonging, for example, through the cohort model in East Contra Costa and in using community navigators to work with Jobs to Grow participants in East San Jose.

Overall, partnerships reported increases in **social capital** – the networks of relationships among people that can be beneficial both to individuals (e.g., social capital is tied to job opportunities) and for the group in aiming to achieve a common goal (e.g., bringing investment to a neighborhood). Three of nine community collaboratives reported at least some progress in **increased civic engagement** as a result of program activities in Year 1 (Figure 6). These changes could represent both a sense of belonging to the community and a greater sense of power and autonomy, or the ability to affect community change. Fifty-nine percent of women's leadership cohort members in East Contra Costa strongly agreed they could build trust with others, up nine points from the start of the cohort. Over 90% of Jobs to Grow participants reported increases in social capital, such as feeling connected to fellow cohort members and others who can provide support and business assistance. (See Appendix C for additional survey findings.)

ECONOMIC STABILITY

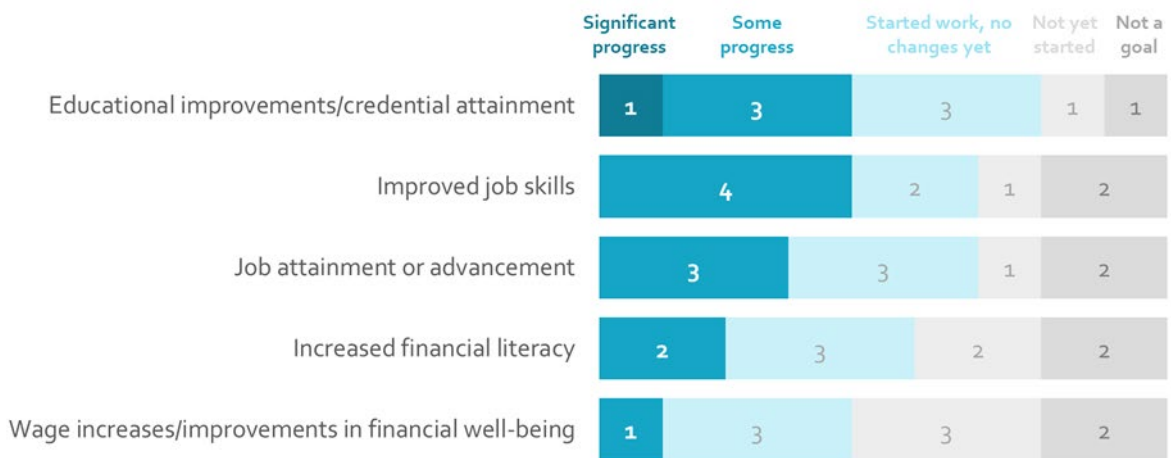Nearly half of community collaboratives noted increases in **human capital** among program participants that could be rewarded in the job market, such as increased job readiness skills, education, and knowledge. Four of the nine collaboratives reported at least some progress in **educational improvements/credential attainment** and **improved job skills** as a result of program activities in Year 1

(Figure 7).[5] Three collaboratives reported some progress in job attainment or advancement, and two reported increased financial literacy.

In Brownsville 87 residents received workforce certifications in OSHA and site safety, and about a dozen residents completed the National Center for Construction Education and Research certification training. Three partnerships reported survey data indicating new jobs or increases in skills and knowledge. For example, in East Contra Costa three members of the women's leadership cohort started their own home-based businesses, an activity that could also represent power and autonomy. Ninety-four to 100% of participants of the entrepreneurship programs in East San Jose reported that they know about different business models,[6] and over 93% of youth participants in Harvey reported they learned skills from their summer job that they will use in the future. (See Appendix C for additional survey findings.)

FIGURE 7. EDUCATION AND EMPLOYMENT CHANGES IN YEAR 1

	Significant progress	Some progress	Started work, no changes yet	Not yet started	Not a goal
Educational improvements/credential attainment	1	3	3	1	1
Improved job skills		4	2	1	2
Job attainment or advancement		3	3	1	2
Increased financial literacy	2	3	2		2
Wage increases/improvements in financial well-being	1	3	3		2

NARRATIVE CHANGE

Narrative change – changing the predominant narratives and mindsets about the causes of poverty and why people are poor – is critical for long-term sustainable solutions to poverty. Narrative change has been an important part of the Mobility LABs initiative in service of the three constructs of economic mobility and nearly half of the anchor partners reported some progress in creating new narratives in their communities (Figure 8).

FIGURE 8. SOME PROGRESS IN NARRATIVE CHANGES IN YEAR 1

	Some progress	Started work, no changes yet	Not yet started
New narratives	4	4	1

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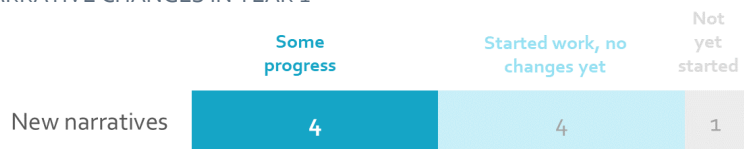
[5] An additional site also mentioned some progress with job retention.

[6] 94% of food entrepreneur respondents agreed or strongly agreed; 100% of childcare provider respondents agreed or strongly agreed "I know different business models that can financially support me."

Mobility LABs partners are shifting their communities' internal narratives to realize and strengthen power within communities to drive change, a necessary step for long-term economic mobility. Many activities in Year 1 focused on countering internalized narratives of powerlessness. Narrative change manifested in these ways:

➢ **Partnerships across many community-based organization are demonstrating values of inclusion, collaboration, and shared power, building a narrative of collective action to counter a scarcity mindset.** The approaches took different forms, but all collaboratives recognized cross-organization and cross-sector relationships were needed for long-term change. The focus on growing the network of services and breaking down silos increased a sense of connectedness among residents, who reported feeling more seen and more comfortable in accessing other individuals and organizations in their communities.

> *"While all of the services that are available are beneficial [and] important, you have to have a keen awareness of what is needed at that moment and that the order of priorities is set by the people who you serve."*
>
> *– BCAAN staff*

➢ **Positioning community residents to be leaders of this work fostered a sense of belonging and agency.** Community engagement took many forms, from hiring residents to work on the Mobility LABs project, to hiring bilingual, bicultural staff to connect with residents, engaging residents as advisors or in listening sessions, and building residents' skills. The activities demonstrated a commitment from the initiatives to be led and guided by community. Mobility LABs partners' consistent practice of flexibly and willingly shifting course based on community priorities fostered a mindset among residents that they belong, that their voices matter, and that they can and should be leaders in this work.

➢ **Establishing platforms to share stories is emerging as a way for community residents to realize and strengthen their own power.** BCAAN, for example, starts their monthly partner convenings by sharing Black history that is relevant to their community. Si Se Puede Collective captures and shares participant stories through the Jobs to Grow community navigators. The stories develop and reinforce an asset-based narrative about the Mayfair community and residents.

The Three Constructs of Mobility from Poverty

Across the U.S., economists, funders, nonprofits, and community members are rethinking how we talk about economic mobility. Traditional definitions of mobility are not sufficient, as a low-paying jobs and economic measures of poverty and mobility alone will not support long-term, multi-generational mobility from poverty.[7] Mobility LABs has adopted the U.S. Partnership on Mobility from Poverty's three-part understanding of mobility: that belonging and power can reinforce or undermine economic stability, and all three elements – economic stability, power and autonomy, and belonging and inclusion – must be bolstered for families to sustainably achieve mobility from poverty. While other initiatives use this definition to measure and support mobility at the county and/or state level,[8] Mobility LABs offers unique insights by adapting and piloting this approach in neighborhoods and local communities.

WHAT WOULD IT TAKE...

to move families measurably and sustainably out of poverty?

Economic Stability

Power Autonomy

Belonging Inclusion

MOBILITY

The approach highlights the mutually reinforcing, interconnected, and overlapping reality of economic mobility. Any activity or outcome associated with one construct may link to other economic mobility constructs. While future learning with community collaboratives and residents will help better illuminate how communities are using and adapting this three-part framework, our evaluation has observed activities and outcomes related to multiple constructs.

While it is too soon to understand the long-term outcomes of these approaches, early indicators are promising. Mobility LABs communities are demonstrating that economic mobility is connected to community pride and hope – activities that change the way the people talk and think about their neighbors and spaces – and that, along with building power and a sense of belonging in community are important strategies to fight back against decades of systemic disinvestment.

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[7] Visram, M. (July 2022). How can we reinvent the way we measure economic prosperity. Fast Company. https://www.fastcompany.com/90765898/how-can-we-reinvent-the-way-we-measure-economic-prosperity

 Acs, G et al. (April 2018). Measuring Mobility from Poverty. US Partnership on Mobility from Poverty. www.urban.org/mobilitypartnership

[8] J-PAL's North America's State and Local Innovation Initiative: https://www.povertyactionlab.org/blog/9-10-20/promoting-upward-mobility-partnership-state-and-local-governments; Urban Institute's Upward Mobility Cohort: https://www.urban.org/press-releases/urban-institute-selects-eight-counties-join-upward-mobility-cohort

CONSIDERATIONS

Based on our learning and evaluation activities in Year 1 of Mobility LABs implementation, we offer the following considerations as the initiative enters its final two years.

> **Economic mobility is long-term work.** Mobility LABs partnerships are just getting started on the foundational and critical work of building infrastructure, maintaining partnerships, and engaging residents to develop community-driven and broader systems solutions. Poverty is a deeply rooted, complex problem that will not be reduced or eliminated by short-term solutions or investments.
>
> Further, the communities where the Mobility LABs partnerships are working have experienced decades of disinvestment and broken promises that have led to distrust and apprehension of anti-poverty initiatives. Mobility LABs partnerships have been working to build back this trust through relationships, listening and meeting needs, involving residents as staff and advisors, and creating projects responsive to the community. Ending the initiative after three years would impact the Mobility LABs projects' ability to build from the foundations and would contribute to further distrust and sense of powerlessness. **How can Robin Hood Mobility LABs funders continue to support the work of the Mobility LAB's communities or provide additional resources to ensure their work can continue?**

> **Multi-sector collaboration is challenging and time-intensive work.** Relationships must be cultivated and nurtured. Partners need to feel invested and motivated and see benefits from the collective work. Mobility LABs partnerships will benefit from additional support and resources, including targeted coaching and technical assistance, as they build from their Year 1 foundational partnership and infrastructure building work. For example, sites taking a collective impact approach may benefit from guidance from the Collective Impact Forum.[9] "Powerful Partners" is technical assistance offered through School & Main Institute,[10] and there are likely others. **What resources, tools, technical assistance, or connections can Robin Hood Mobility LABs funders offer community collaboratives as anchor partners delve into the increasingly complex work of activating partners to advance systems change?**

> **Systems change work requires different capacities and skills than direct service work.** Many anchor partners are direct service providers – they excel at providing high-quality programs and services and have strong relationships with residents. These partners, however, may not have the capacity for systems change work such as community organizing, advocacy, and policy. Mobility LABs partners may need support in building this capacity or partnering with organizations with this expertise. While programs are vital for meeting immediate needs, building human capital, and gaining trust, sustainable economic mobility will require systems transformation– changes to the policies, practices, and narratives that keep people, especially

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[9] https://collectiveimpactforum.org/

[10] School & Main Institute. "SMI's Powerful Partners Support: Rethinking Collaboration." From: http://static1.1.sqspcdn.com/static/f/1003781/20243203/1347568703463/Backgrounder-SMI+Powerful+Partners-Final-Sep+12.pdf?token=IezwTCoq6XSIaEriVE2lfowHz4I%3D

people of color, in poverty. **How can Mobility LABs funders facilitate relationships between LABs partners, policymakers, and other organizations advancing systems transformation?**

➢ **Narrative change – changing how people think and talk about poverty – is also a critical part of sustainable economic mobility.** Understanding the root causes of poverty and how racist policies and structures keep people in poverty is necessary for developing solutions and changing the conditions that perpetuate multi-generational poverty. As an expert on poverty, Robin Hood is poised to contribute to changing the national narrative around poverty, thus supporting the community-based work. **What activities can Robin Hood spearhead and lead to support changes in narratives? How can this narrative change work advance racial equity?**

APPENDICES

Appendix A. About Equal Measure's Learning and Evaluation

As the learning and evaluation partner for Mobility LABs, Equal Measure is conducting a portfolio-level evaluation, gathering information and data from the nine anchors and their partners to understand Mobility LABs as an initiative. Through quantitative and qualitative data collection, we aim to understand how anchors and their partners engage communities to implement mobility projects, the different contexts and structures that impede or advance their work, and where they are seeing progress towards sustainably moving community members out of poverty. The evaluation is guided by the following learning questions:

Activities: How are partners implementing projects in each community to advance mobility from poverty?
- ➢ How are the nine pilot projects being implemented? Who are the partners? How is the community engaged?
- ➢ How are the communities measuring "success" (i.e., short-term indicators of mobility from poverty) across the three constructs of mobility from poverty (economic stability, power and autonomy, and belonging and inclusion)?
- ➢ How, if at all, are partners engaging residents with lived experience in poverty?
- ➢ How, if at all, are partners using data to inform implementation and track outcomes?

Context: What contextual factors within organizations, across partnerships, and in the broader community facilitate or impede implementation efforts?

Short-term outcomes: To what extent and in what ways have anchor organizations and their partners made progress towards programmatic, organizational, and community changes that facilitate mobility from poverty?

Community-Level
- ➢ What changes have occurred in short-term indicators of mobility from poverty, using the three constructs (economic stability, power and autonomy, and belonging and inclusion)?
- ➢ How is Mobility LABs influencing practice and service delivery changes in the community? Within organizations?
- ➢ Within each community, how well are partners working together?
- ➢ How, if at all, are partners building infrastructure for sustained mobilization and partnership in communities?
- ➢ How and to what extent have partners built meaningful relationships with community?
- ➢ What efforts have occurred to change the public's understanding of poverty (i.e., narrative change)? What have been the outcomes of this work?

Field Level
- ➢ How has Mobility LABs influenced grantmaking practices within Robin Hood? With funder partners?

> ➢ How has Mobility LABs influenced narratives about poverty and effective solutions within Robin Hood? With funder partners?

Lessons Learned: For Mobility LABs Partners & Field
> ➢ What were the successes and challenges in implementing Mobility LABs implementation pilots?
> ➢ What strategies appear to lead to increases in mobility from poverty?

Our Approach and Methods

During the evaluation of the first year of implementation of Mobility LABs projects, we collected data through the following methods:

> ➢ **Anchor and Partner Interviews (March-May 2022):** We conducted in-depth qualitative interviews with each community to learn about implementation and progress in Year 1. Anchor partners participated in one-hour interviews and identified a small set of partners or other staff members to engage in separate one-hour interviews. In total, 46 staff/partners participated in interviews.

> ➢ **Learning Tool (April-May 2022):** Following a testing and refinement period, we administered an online survey ("Learning Tool") where anchor partners reported on Year 1 activities, outputs, and short-term outcomes.

In addition, we conducted interviews with Robin Hood staff about their perspectives on the initiative.

Using data from the interviews and Learning Tool, we developed **nine site reports** focused on implementation and progress in Year 1 in each community. We shared and discussed these reports with the anchor partners to ensure the data and interpretations were accurate and updated as needed.

Appendix B. Mobility LABs Theory of Change

Strategies	Activities	Short-term Outcomes	Long-term Outcomes

Mobility LABs: Community-led, data-driven

Community Level

Community-driven projects helping families move from poverty that may include: direct service programs, policy/practice changes, advocacy/organizing, narrative change campaigns, network building, COVID-19 recovery and rebuilding efforts, and/or support to racial justice movements. Develop short-term predictors of mobility from poverty.

Individual/Interpersonal: Shift short-term predictors of mobility from poverty

Organizational: Increase # orgs addressing and measuring mobility through economic sustainability, power & autonomy, and belonging & inclusion; improve data capacity and capacity to engage community

Community:
- Community support for project
- Effective org partnerships
- Develop/use new narratives about poverty

Individual/Interpersonal: Increase economic sustainability, power & autonomy, and belonging & inclusion

Community:
- Increase in orgs implementing policies or practices to support three mobility constructs
- Increase orgs using/ sharing data
- Adopt new mental models about mobility obstacles, drivers, and solutions

Lessons
- Identify short-term predictors of sustainable economic mobility
- Understand how to expand use of human/community-centered design practices
- Understand community-specific context
- Increase capacity (understanding, skills, and tools) to change and measure three mobility constructs

Learning & Dissemination

Field Level

- Compile/develop potential short-term metrics to track 3 mobility constructs
- Disseminate learnings
- Facilitate relationships between Mobility LABs grantees, philanthropies and policymakers
- Facilitate learnings across LABs sites

- Support community-driven grantmaking
- Understand on-the-ground short-term metrics use
- Support for anchor partners who promote new mobility narratives
- Relationships with policymakers
- More/diverse stories about people experiencing poverty and effective solutions spread

Systems:
- Researchers, policymakers, and evaluators use short-term mobility metrics
- Increased community-driven funding, more investments
- More people with lived poverty experiences informing and making decisions
- Policy changes support structural poverty solutions, including more public funding
- Adoption of humanized, positive narratives about people living in poverty and mobility

Lessons

For Mobility LABs Funding Partners:
- Identify metrics for future investments
- Understand how mobility solutions may be exported/ replicated
- Understand how to incorporate community-driven grantmaking with racial equity and mobility lens

For the Field:
- Identify and learn about short-term predictors and strategies to increase mobility in diverse communities
- Understand how Mobility LABs process can be replicated (multiple funders, community-led, data-driven)

Context & Assumptions

Context:
- Global health pandemic
- Movements for racial justice
- Multiple funders with different expertise and perspectives
- Differing community capacities and experiences, geographies, costs of living, languages and cultures, and political and social environments
- Different regional and community poverty levels

Assumptions:
- Grantees will be able to identify and engage community
- Communities will be ready, able, and willing to engage in new ways
- Grantees are able to make case for project to stakeholders
- Funders will trust grantees
- Planning processes and implementation pilots will generate policy ideas to address larger structural issues

Appendix C. Data Collected from the Learning Tool

The Learning Tool was a survey administered to anchor partners in Spring 2022 to collect data on the activities, outputs, and short-term outcomes from Year 1 of Mobility LABs implementation. The purpose of the tool was to understand Year 1 implementation and early changes across the cohort.

PARTNERSHIPS

Figure 1. All sites partnered with community-based organizations

Category	Sites
Community-based organizations	9 sites
Higher education	7
Government	6
Businesses	5
K-12 education	3
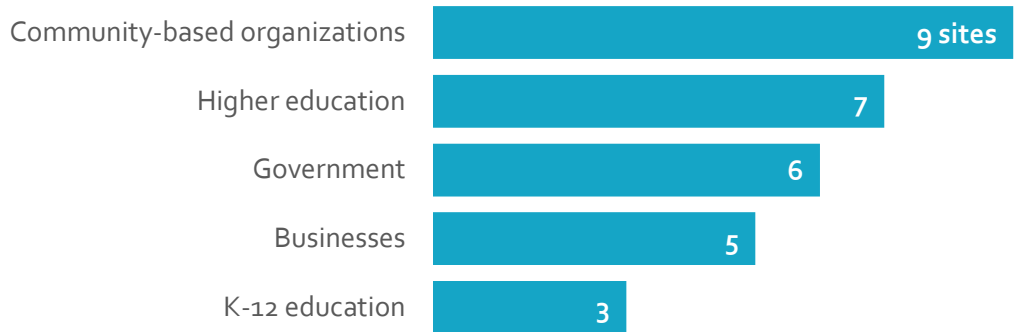
Figure 2. Sites reported the greatest number of partnerships with community-based organizations

Category	Number
Community-based organizations/groups	119
Government agencies/institutions	26
Businesses/employers	19
Public or private higher education institutions	19
K-12 education institutions	11
Other partners	10
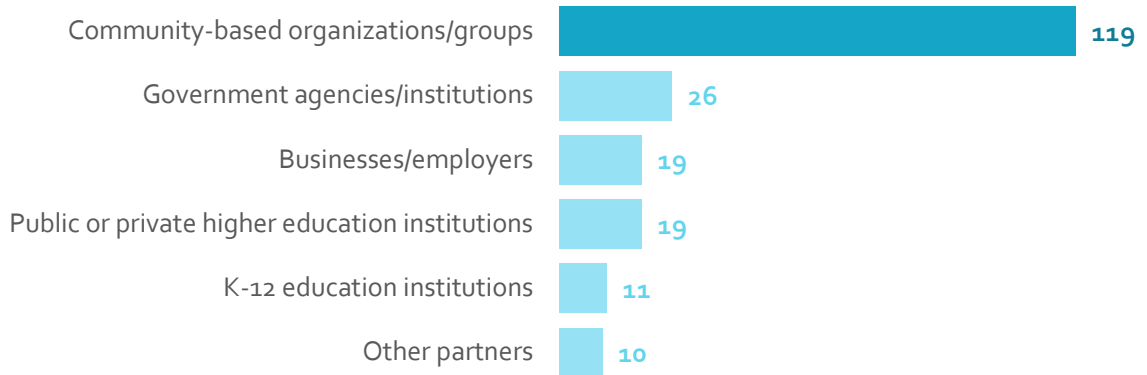
Figure 3. Types and number of partnerships by site

Legend: ■ CBOs ■ Other

Site	CBOs	Other
NYC: Brownsville, Brooklyn	20	25
Harvey (Suburban Cook County)	13	24
NYC: South Bronx	28	
Penn North (Baltimore)	14	7
Northeastern Pennsylvania	9	12
CA: Antioch (East Contra Costa)	11	6
CA: Southeastern San Francisco	12	3
NYC: Flushing, Queens	11	4
CA: East San Jose	1	4

45: most reported partners

5: fewest reported partners

On average, sites reported **23** partners

GEOGRAPHY AND PRIORITY POPULATIONS

Figure 4. Most sites worked in urban settings

Setting	Value
Urban	6 sites
Suburban	2
Mix of urban, suburban and rural	1
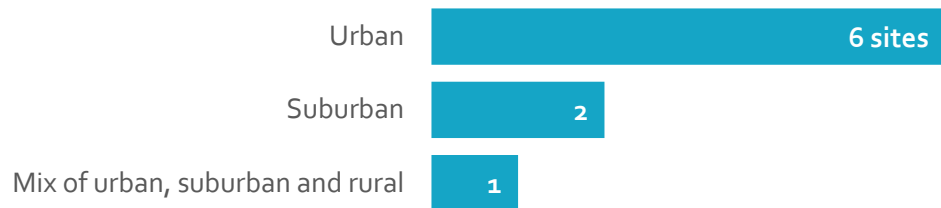
Figure 5. Priority populations/groups of focus in Year 1

Population/group	Value
Community residents - adults	7 sites
Community-based organizations	6
Community residents – young people	6
Community leaders	3
Elected officials	3
Business community	3

Activities in Year 1

Figure 6. **Building partnerships, infrastructure, and ways of working were the most common activities in Year 1**

Activity	Sites
Partner recruitment and MOUs/other agreements	9 sites
Regular partnership meetings	3
Shared resources/referral systems	3
Established sub-committees	2
Established shared vision/mission	2
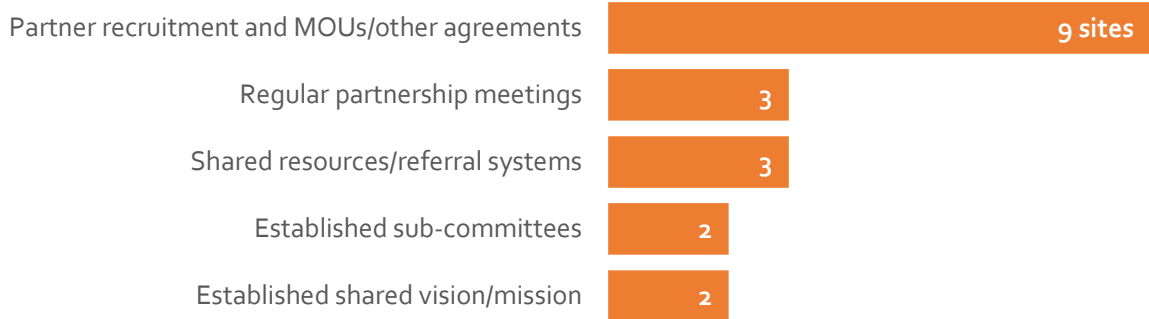
Figure 7. **Sites implemented direct services in Year 1**

Activity	Sites	Participants
Workforce readiness or related programs/trainings	5 sites	212 participants (adults and youth)
Leadership, advocacy, or civic engagement programs/trainings	3	97 participants
Youth programs	3	90 participants
Emergency funds	3	160 participants /households
Narrative change	2	
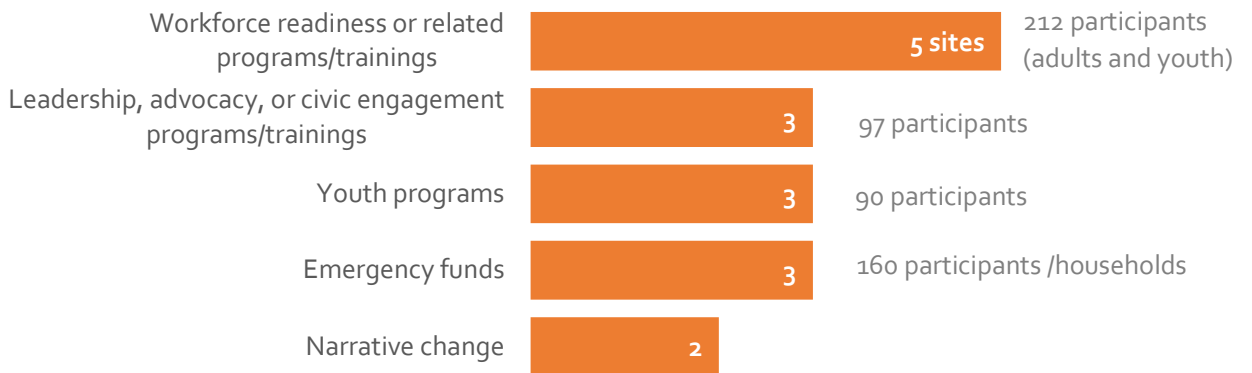
Other activities included: beautification projects; Chromebook distribution; data tracking project.

Short-Term Outcomes in Year 1

Anchor partners reported on changes they observed in Year 1 as a result of their Mobility LABs project activities.

Figure 8. Partnership and network changes in Year 1

	Significant progress	Some progress	Started work, no changes yet	
Increased collaboration and partnerships	4	5		
Network development or expansion	4	4	1	Not a goal
Increased community engagement	2	6	1	Not yet started
Increased community trust	2	4	2	1
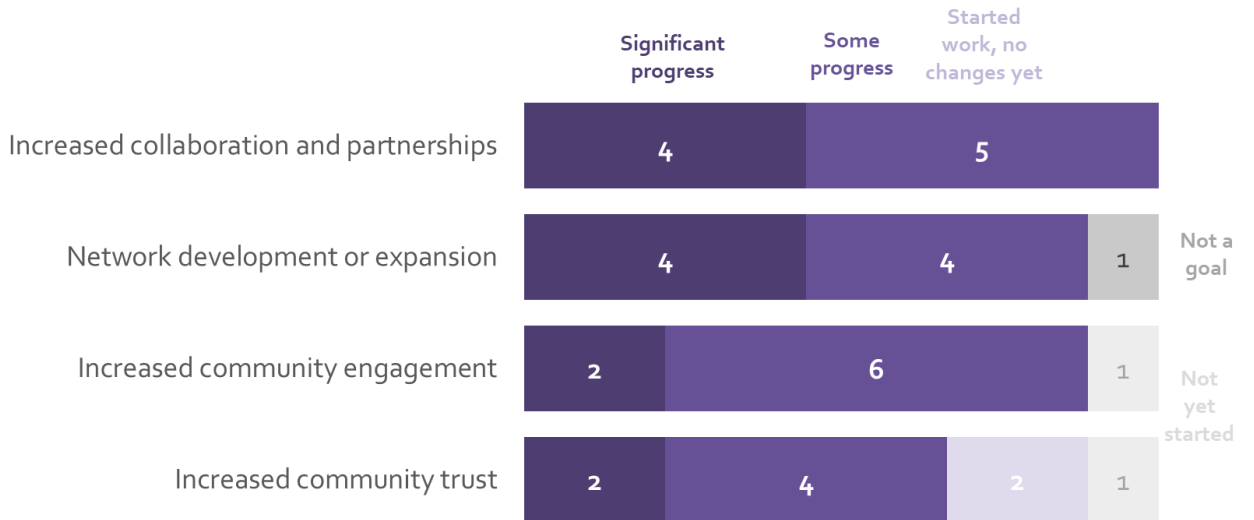
Figure 9. Leadership and advocacy changes in Year 1

	Significant progress	Some progress	Started work, no changes yet	Not yet started	Not a goal
Improved leadership skills	4	1	1	2	1
Increased confidence and self-efficacy	3	2	1	3	
Improved advocacy skills	1	3	1	4	
Increased civic engagement	1	2	2	3	1
Improved entrepreneurial skills	1	2	3	3	
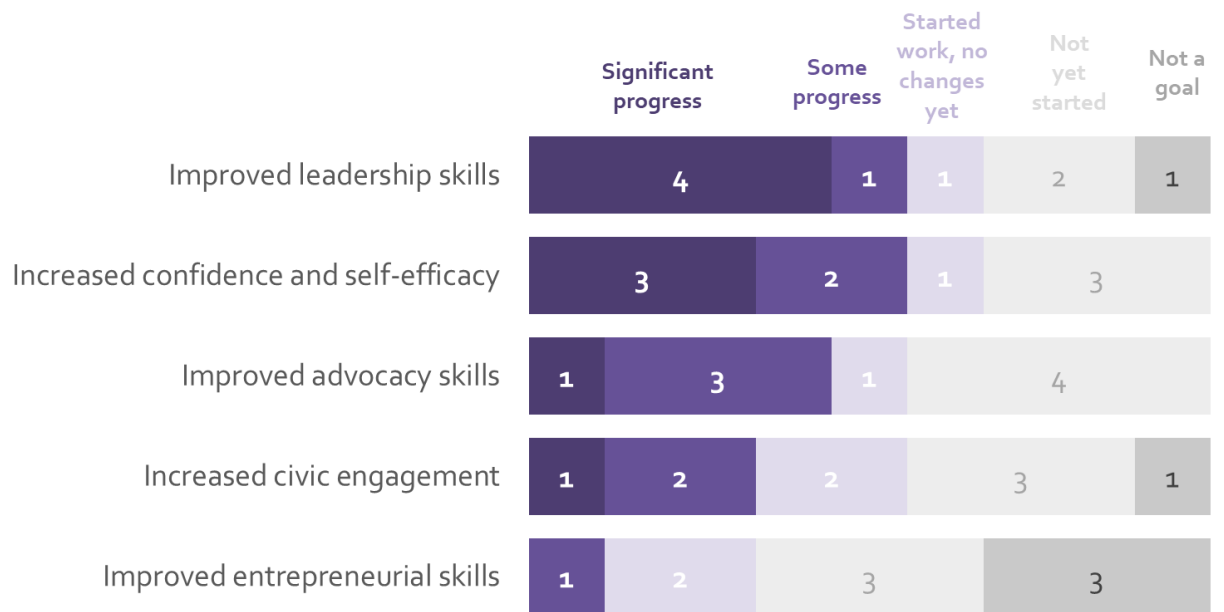
Figure 10. Education and employment changes in Year 1

	Significant progress	Some progress	Started work, no changes yet	Not yet started	Not a goal
Educational improvements/credential attainment	1	3	3	1	1
Improved job skills		4	2	1	2
Job attainment or advancement		3	3	1	2
Increased financial literacy	2	3	2		2
Wage increases/improvements in financial well-being	1	3	3		2
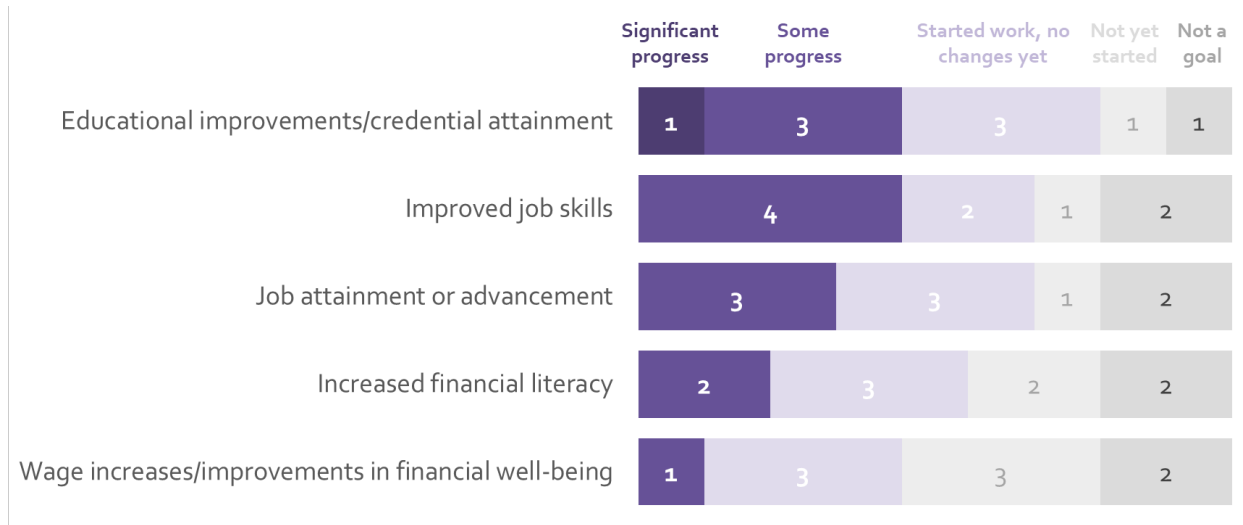
Figure 11. Systems and community changes in Year 1

	Some progress	Started work, no changes yet	Not yet started	Not a goal
New narratives	4	4	1	
Local policy changes	1	1	6	1
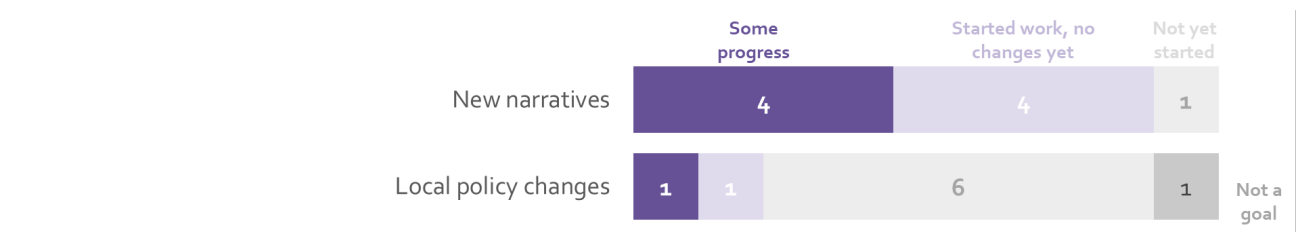
Customized Short-Term Outcomes in Year 1

In addition to the above responses on short-term outcomes (overall changes in Year 1), Mobility LABs partners also reported on progress on **customized outcomes** they identified as changes tied to their specific Mobility LABs activities (see **Appendix D** for list of outcomes by site). Sites used a variety of data sources to track progress toward outcomes, including administrative data, survey data, and qualitative data (Table 1). Sites primarily used administrative data to track partnership creation or network expansion outcomes and used survey data to collect individual-level data from participants in particular programs.

TABLE 1. DATA SOURCES

Data source	Number of sites using this type of data
Administrative data (meeting notes, sign-in sheets, contracts, or other program records)	8
Survey data	5
Qualitative data (interviews, focus groups)	4
Photographs or visual data	3
New curriculum, tools, or processes	3
Media and communications	3
Other	1

Anchor partners who used surveys to assess changes in their program participants reported the following findings. We grouped these by the three constructs, although many of these findings could fall under multiple constructs.

Data reported by partnerships on **Power and Autonomy**

East Contra Costa surveys found:
- Three members of the first cohort moved into leadership/facilitation roles in the community meetings.
- As of June 2021, three months after the start of the women's leadership cohort, 94% of participants felt confident in their leadership

Uplift Harvey's surveys found:
- 58% (11/19) of participants felt they personally can make a change in their community.
- 47% increase in knowledge of local government roles, based on pre/post-tests among training participants.

SSPC's (East San Jose) surveys:
- 65% (15/23) of childcare cohort participants joined at least one advocacy opportunity during the six-month program.
- 100% of childcare cohort participants and community navigators reported: I feel like I can use my gifts and talents to support my community.
- 100%/94% (childcare/food) participants reported: I feel ready to advocate for issues that impact my community.
- 100%/94% (childcare/food) participants reported: I feel like I developed leadership skills that helped me advocate for resources to support families and children in my community.
- 80% of community navigators agreed: When I have a goal, I can identify steps to meet that goal.
- 100% of community navigators agreed: I developed new strengths as a result of being a Community Navigator.

Data reported by partnerships on **Sense of Belonging**

East Contra Costa surveys found:
- As of June 2021, three months after the start of the women's leadership cohort: 95% of participants felt important/valued
- 59% of women's cohort members strongly agreed they could build trust with others (up from 50% at the start of the cohort)

Uplift Harvey's surveys found:
- 80% (12/15) participants/interns: I feel more connected to my community.
- Both beautification mini-grant recipients reported having a stronger sense of community pride.

SSPC's (East San Jose) surveys found:
- 100%/94% (childcare/food) participants agreed: Because of my participation in this program, I can connect with others who can help me grow my business.
- 100% community navigators: I have developed an enhanced sense of being a part of my local community.
- 98% cohort members: Participating in these groups has made me feel more connected to my community.

- 98% cohort members: Participating in this program has made me feel that I can count on the support of my community.
- 90% cohort members: I feel connected to [my fellow cohort members] and I know I can give and get support from them.

Data reported by partnerships on **Economic Stability**

East Contra Costa found:
- 3 members of the women's leadership cohort started their own home-based business (this could also fall under Power & Autonomy)
- 3 members joined Spark Point for personal finance and budgeting training
- 2 members were employed for Census work via Brighter Beginnings
- 2 members were hired by Together Toward Health, a statewide initiative to stop the spread of COVID and strengthen health and resilience in California's most impacted communities

Uplift Harvey's surveys found:
- 93% (14/15) participants agreed: I learned skills from my summer job that I will use in the future
- 93% (14/15) participants agreed: I learned the importance of hard work and dedication from this summer job

SSPC's (East San Jose) surveys found:
- 100%/94% (childcare/food) participants agreed: Because of my participation in this program, I improved my skills that I need to successfully run a business.
- 100%/94% (childcare/food) participants agreed: I know different business models that can financially support me.
- 96% of childcare participants agreed: Because of my participation in this program, I gained tools that I needed to succeed in my work.
- 80% community navigators agreed: As a result of my work as a community navigator this year, I feel better positioned to take advantage of economic opportunities.

Context
Figure 12. Factors affecting activities and progress in Year 1

Factor	Value
COVID-19 Pandemic	9
Anchor organizational changes	5
Partner organizational changes	3
Racial justice movement	2
Local, state, or national economy	2
Restrictions on use of funds	1
Local administration changes	1
Other	2

"The COVID-19 pandemic has **reduced the number of public events** in which we participate. This situation **made us reimagine how [we] participate, engage, and provide resources** in the community. "

"… has made it **difficult to facilitate in-person meetings** and **to build the momentum** needed for partner engagement."

"… the Collaborative has found it **difficult to recruit and staff our work** in a timely manner."

Other:

• **Harvey:** Lack of trust from the community and inability to effectively engage with students at school

• **South Bronx:** Additional time was needed to build capacity and on-board anchor partners

Appendix D. Community-Identified Short-Term Outcomes

Each Mobility LABs community identified short-term outcomes tied to their project activities.

Baltimore (CFUF)
1. Stronger partnerships among CBOs in the network to provide a holistic set of services for families in Penn North.
2. Increased accessibility to holistic programming (offered through CBO network) for families in Penn North.
3. Increased awareness among resident advisory council members about how to lead community advocacy campaigns.
4. Increased civic engagement among Resident Leadership Academy participants.
5. Increased ability among adult participants in case management to secure and sustain jobs (including self-employment) with a living wage and with access to benefits.
6. Increased parental involvement in their children's learning among parents in the Family Cohort.

Bronx (NYC)
1. A multi-organization network that collaborates to create a united platform that addresses systemic oppression and inequity.
2. Increased sustainable support for families (e.g., housing, benefits, food security) provided through the network.
3. Increased awareness, knowledge, and capacity among community members to organize and build collective power to address their needs.
4. Increased historical awareness and understanding among community members about the role of racist public policies and practices in shaping current neighborhood conditions.

Brownsville (NYC)
1. Strengthened community infrastructure for supporting smaller businesses and entrepreneurs (Step 1: building the relationships, curriculum, etc. necessary for the support of entrepreneurs and local business owners)
2. Ready access to small business development training, financial management, and access to credit (Step 2: having the training programs and services for the entrepreneurs and small biz owners)
3. Increased awareness and knowledge of community resources and opportunities
4. Increased connection between young people and community residents to wealth-building opportunities
5. Increased skills development for community residents so that they can participate in the local and city economy
6. A system/infrastructure to build governance and sustainability for the partnership

East Contra Costa/Antioch (RCF)
1. Increase in participant social connectedness and belonging among youth and adult participants
2. Increase in participant self-efficacy, agency, and perceived power among youth and adult participants
3. Increase in participant civic engagement among youth and adult participants
4. Increase in participant economic stability/mobility among youth and adult participants
5. Increase in participant engagement in other initiatives among youth and adult participants
6. Increased trust among community members with Mobility LABs team, RCF Connects, and each other

Flushing (NYC)

1. Better collaboration among stakeholders in Flushing to create harmonized messaging about mobility out of poverty

2. Improved sense of belonging in the Flushing community for pilot program and community listening session participants

3. Increased educational and job readiness among job training program participants

4. Clear metrics that measure key barriers to and ways to change economic mobility in Flushing that can be evaluated alongside other measures of economic mobility in other neighborhoods (e.g., other Mobility LABs grantees) across the U.S.

Harvey (CEDA)

1. Increased job experience among participants completing internships

2. Increased financial literacy among participants completing financial literacy workshops

3. Increased knowledge about how to operate a successful and sustaining business, among entrepreneurship training participants

4. Increased community pride from collaboration efforts and improvements in the physical environment of neighborhoods among residents.

5. A new plan for how sustainable services will reach and benefit all Harvey citizens, developed with involvement of local organizations and residents.

6. Increased confidence about their future opportunities among youth participating in mentoring and leadership activities.

7. Increased awareness about civic engagement opportunities among community residents.

Northeastern Pennsylvania (CEO)

1. Establishment of the Mobility Tracking Project to better understand our community and inform future efforts relating to mobility from poverty.

2. Creation of a multisector alliance of educational institutions and service organizations to support single parents through educational and career pathways.

3. Creation of a vetting process to identify and enroll local single parents in a collaborative program that offers holistic supports while parent is continuing their education.

4. Establishment of an Employer-Managed Emergency Fund to address urgent financial needs that if unmet, could result in loss of work.

5. Establishment of the Advocacy Academy for increased engagement of individuals, organizations, and community members with elected officials

San Jose (SOMOS Mayfair)

1. Increased knowledge about how to operate a successful and sustaining business, among entrepreneurship training participants

2. Increased job skills among training participants & community navigators

3. Increased number of participants & community navigators who are on a pathway to economic mobility

4. Increased sense of belonging among community residents participating in cohort (include community navigators)

5. Increased advocacy skills among cohort members & community navigators

6. Increased leadership skills among cohort members & community navigators

7. New narratives about Mayfair residents are used among Mayfair residents and local officials

8. Increased attention from local elected officials about this initiative

Southeastern San Francisco (YCD)
1. Increase in overall financial wellbeing among YCD customers who enroll with CEMVe
2. Greater sense of power and autonomy among YCD customers who enroll with CEMVe
3. Greater sense of belonging among YCD customers who enroll with CEMVe
4. More YCD customers who enroll with CEMVe have access to high quality and appropriate services
5. Strengthened delivery of culturally responsive and effective programs
6. Stronger and well-coordinated partnerships with other community-based organizations and government agencies