TARGET INVESTMENT ZONE
A Multi-Generational Approach to Disrupt the Cycle of Poverty

November 2018
All Rights Reserved
53% of children live below the poverty line

4.5x higher unemployment rate compared to national average

2.7x higher teen pregnancy rate compared to national average

More likely to encounter shootings (vs. national average)

18% of the population between the age of 18-64 who live in this community are unemployed (n=4,092)

Strengthen and uplift historically marginalized and underserved communities by providing children, youth, and adults with best-in-class education, workforce development, health, wellness, and violence prevention programs and services.

VISION

Make Baltimore a safer, stronger, healthier, and more prosperous City.

MISSION
WHAT IS THE TARGET INVESTMENT ZONE?

Area: 2.5 sq. mi.

2.5 SQUARE MILES (AREA)

20 ELEMENTARY, MIDDLE, AND/OR HIGH SCHOOLS

5 PUBLIC HOUSING COMMUNITIES

2,275 PUBLIC HOUSING UNITS

40,597 PEOPLE (10,149 YOUTH)

Source: US Census American Community Survey
53% of children live below the poverty line

higher unemployment rate compared to national average

8% of 8th graders living in the TIZ are proficient in READING

4.5x higher unemployment rate compared to national average

<5% of 8th graders living in the TIZ are proficient in MATH

18% of the population between the age of 18-64 who live in the TIZ are unemployed (n=4,092)

50% of 8th graders living in the TIZ are proficient in MATH

2.7x more likely to encounter shootings (vs. national average)

<5% the median TIZ household income ($29,850) is 50% less than the national median household income ($59,055)

1.6x higher teen pregnancy rate compared to national average

29% the high school drop out rate for students living in the TIZ

1.9x higher violent crime rate compared to the entire city

1.9x higher violent crime rate compared to the entire city

18% of the population between the age of 18-64 who live in the TIZ are unemployed

Sources:
Maryland State Department of Education (2018)
Centers for Disease Control and Prevention (2018)
Baltimore Neighborhood Indicator Alliance (2018)
American Community Survey (2016)
Baltimore City Police Department (2018)
THE PROBLEM

1. Inadequate learning opportunities for children and youth

2. Limited training and employment opportunities for youth, returning citizens, and general public

3. Scarce programs and resources to combat street violence and systemic public health issues

4. Deteriorating and neglected community infrastructure/assets (e.g. schools, public housing, roads, parks)
COMMUNITY DRIVEN SOLUTIONS

How Living Classrooms is tackling the deeply entrenched and complex social problems in this community?

- Actively listening and responding to the needs of the community.
- Communicating, collaborating, and convening key stakeholders to address community needs.
- Hiring and empowering leaders from the community to help lead our efforts.
- Providing best-in-class education, workforce development, health, wellness, and violence prevention programs.
- Applying evidence-based best practices into our program design, curriculum, and instruction.
- Create a multi-generational approach to prepare children, youth, and adults with the necessary knowledge, skills, and attitude to thrive in school and/or work.
- Continuously monitoring, measuring, and evaluating the efficacy of our programs and services.
HOW IT WORKS

EDUCATION MODEL

Living Classrooms' children and youth education continuum

EARLY CHILDHOOD
K-8 EDUCATION
9-12 EDUCATION
COLLEGE & CAREER

WRAP AROUND FAMILY AND SOCIAL SUPPORT

AFTER SCHOOL & SUMMER EDUCATION, LIFE SKILLS, COMMUNITY BUILDING, HEALTH & WELLNESS, AND VIOLENCE PREVENTION PROGRAMS

USING LIVING CLASSROOMS "LEARNING BY DOING" INSTRUCTIONAL PARADIGM
HOW IT WORKS
WORKFORCE DEVELOPMENT MODEL

How Living Classrooms prepares and places people into careers

TIER 3:
CAREER PLACEMENT, EMPLOYMENT SUPPORT, & DUAL CUSTOMER SERVICE
(e.g. Power 52 Energy Training, TEK Systems IT Training, Project Jump Start, Flagger Force, Jane Adams Resource Center, Associated Builders, and Contractors Apprenticeship)

TIER 2:
CAREER READINESS & OCCUPATIONAL SKILLS TRAINING
(e.g. Project SERVE, Fresh Start, Hospitality and Retail Training, Hopkins Bayview Training)

TIER 1:
BARRIER MITIGATION & CAREER PLANNING
(e.g. Identity Clinic, Legal Services, Food Stamps, Energy Assistance, Resume/Interview Workshops, Financial Literacy, Job Search, Internet Access, basic computer training, expungement clinics, and GED)
How Living Classrooms' facilitates fitness, healthy habits, and safe environments

**Health**
- Nutritious meals
- Asthma prevention education
- Health education
- Emotional wellness

**Home Environment**
- Home weatherization
- Home health hazard checks
- Home improvements

**Violence Prevention**
- Violence disruptors
- Conflict mediations
- Anti-violence campaigns
- Out-of-School time programs

**Physical Fitness**
- Organized sports
- Fun physical activities
- Outdoor family fitness events

**Wrap Around Support & Services**
CAPITAL COMMUNITY REVITALIZATION INITIATIVES

How Living Classrooms collaborates & convenes with community stakeholders to redevelop neglected and outdated community assets

**HOW IT WORKS**

**Action**

1. Identify Problem
   - Focus groups
   - Research
2. Convene & Collaborate
   - Convene key community stakeholders
3. Design & Review
   - Design and review plans with stakeholders
4. Develop & Implement
   - Apply the community driven designs into practice
5. Evaluate
   - Formative & Summative Eval.

**Outcome**

- Collect insight into the community's needs
- Diversity of thought
- Building community trust
- Engender community "buy in"
- New facilities and community assets are built.
- Insights into impact of assets

**Proof of Concept "LCF effect"**

- Community needs assessments
- Community climate surveys
- Partnerships with 75+ organizations
- Collaborated with diverse stakeholders to design community assets.
- UA House
- POWER House
- Park House
- Broadway Overlook Center
- Choice Neighborhoods
- Opportunity Zones
- LCF.Stat (performance management system)
OUR IMPACT

BY THE NUMBERS
5,050

# OF CHILDREN, YOUTH, AND ADULTS SERVED VIA DIRECT PROGRAMMING
(2017)

1.2

# OF YEARS WORTH OF ACADEMIC GROWTH IN MATH (CROSSTREDS)
(2017-2018 SCHOOL YEAR)

375,825

HOURS OF DIRECT ACADEMIC INSTRUCTION & HOMEWORK SUPPORT
(JAN.1, 2016 - MAY. 31, 2018)

233,841

"TOUCHPOINTS"
# OF TIMES WE DIRECTLY WORKED WITH CHILDREN, YOUTH, AND ADULTS
(JAN.1, 2016 - MAY. 31, 2018)
543 DAYS WITHOUT HOMICIDE IN McELDERY PARK [SAFE STREETS ZONE] (OCT. 11, 2016 - APRIL 6, 2018)

1 # OF HOMICIDES IN McELDERY PARK [SAFE STREETS ZONE] (OCT. 11, 2016 - MAY 31, 2018)

296 "CONFLICT MEDIATIONS" DANGEROUS SITUATIONS THAT WERE DEFOUSED (JAN. 1, 2016 - MAY 31, 2018)

4,094 # OF TIMES CHILDREN, YOUTH, AND ADULTS ATTENDED A SAFE STREETS COMMUNITY EVENT (JAN. 1, 2017 - MAY 31, 2018)
308
JOB PLACEMENTS
(JAN. 1, 2016 - MAY 31, 2018)

441
INDUSTRY RECOGNIZED CERTIFICATIONS EARNED
(JAN. 1, 2016 - MAY 31, 2018)

38
THE AVG. # OF TRAINING DAYS OUR WORKFORCE DEVELOPMENT PROGRAMS WORK WITH THE SAME INDIVIDUAL
(2017)

5,787
THE # OF PROPERTIES CLEANED AND LANDSCAPED
(JAN. 1, 2017 - MAY 31, 2018)
25

# OF SAFE, STRUCTURED OUT OF SCHOOL TIME HEALTH & WELLNESS EVENTS

(2017-2018)

1,414

CHILDREN AND YOUTH WHO ACTIVELY PARTICIPATE IN PHYSICAL EDUCATION

(2017)

450

HEALTH SCREENINGS PROVIDED TO CHILDREN, YOUTH, AND ADULTS

(2017-2018)

1,238,922

# OF NUTRITIOUS MEALS SERVED TO CHILDREN AND YOUTH

(JAN.1, 2016 - MAY 31, 2018)
LOOKING AHEAD

OUR FOUR (4) TOP PRIORITIES FOR THE NEXT 12 MONTHS
1: CONTINUE SCALING OUR IMPACT

If our annual program budget remains at $6 million for the next five years.
1: CONTINUE SCALING OUR IMPACT

If our annual program budget increases $1 million per year over the next five years (i.e. $11 million operating budget by 2023)

Acronyms
PVG - Pleasant View Gardens
CJR - Commodore John Rodgers ES/MS
ARC - Adult Resource Center (workforce development)
ECC - Early Childhood Center
UA - Under Armour

- Began managing PVG Youth Center
- Turnaround Operator (CJR)
- Opened ARC
- Opened Weinberg ECC
- Opened UA House
- Opened Broadway Overlook Center
- Launched Safe Streets
- Opened the POWER House
- Opened the Patterson Park House
- Opened ECC @ Fayette

Children, Youth, and Adults Served

Graph showing growth over time with key events marked.
2: USE DATA TO DRIVE OUR DECISION MAKING
3: BUILD TOWARDS SUSTAINED INNOVATION

The five steps Living Classrooms is undertaking to build our innovation capacity

- Empowering our team to solve problems that matter
- Look beyond our day-to-day obligations, question assumptions, and constructively challenge each other’s thinking as well as the status quo
- Build a team of people with different backgrounds, experiences, attitudes, and capabilities
- Let information and insights flow into the organization from diverse stakeholders
- Identifying, testing, and transforming promising concepts into needle moving solutions

Catalytic Leadership

Constant Curiosity

Diversity of Thought

Open Mindedness

Research & Evaluation
4: CREATE COMMUNITY SYNERGY

- Baltimore Curriculum Project
- Teach for America
- Baltimore City Public Schools
- YMCA
- Junior Achievement
- Bridges
- Legg Mason

- Playworks
- American Heart Association
- Baltimore City Health Dept.
- Morgan Stanley
- Green & Healthy Homes
- Baltimore Recs. and Parks
- BeMore Athletic League
- Baltimore Housing Dept.
- Baltimore City Police Dept.
- Roca

*Note: these are some of the 75+ community partners in the Target Investment Zone*
INVESTING TO IMPROVE LIVES

"You cannot get through a single day without an IMPACT on the world around you. WHAT YOU DO MAKES A DIFFERENCE, and you have to decide what kind of difference you want to make."
- Jane Goodall

SUPPORTING THE VISION
# Community Partners

Our community partners who share our mission and vision.

<table>
<thead>
<tr>
<th>Logo</th>
<th>Logo</th>
<th>Logo</th>
<th>Logo</th>
<th>Logo</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under Armour</td>
<td>American Heart Association</td>
<td>Baltimore Ravens</td>
<td>Legg Mason</td>
<td>SunTrust</td>
</tr>
<tr>
<td>Morgan Stanley</td>
<td>BGE</td>
<td>Maryland</td>
<td>Johns Hopkins University</td>
<td>T. Rowe Price</td>
</tr>
<tr>
<td>Cal Ripken, Sr. Foundation</td>
<td>Oprah</td>
<td>Johns Hopkins Medicine</td>
<td>The Harry and Jeanette Weinberg Foundation</td>
<td>TR</td>
</tr>
<tr>
<td>Power 52</td>
<td>Baltimore City Public Schools</td>
<td>Baltimore Curriculum Project</td>
<td>Exelon</td>
<td>Brown Advisory</td>
</tr>
<tr>
<td>Aerotek</td>
<td>Green &amp; Healthy Homes Initiative</td>
<td>Transamerica</td>
<td>Playworks</td>
<td>75+ Public, Private, and Corporate Partners</td>
</tr>
</tbody>
</table>

THE JOSEPH & DEBRA WEINBERG FAMILY FOUNDATION
STRATEGIC GROWTH

Examining the financial needs to maintain, enhance, and grow our programs.
SUSTAINING & SCALING OUR GROWTH

Living Classrooms funding strategy for the Target Investment Zone

Undertaking a five year, $60 Million TIZ endowment campaign

- Workforce Development: $20 Million
- Education: $20 Million
- Health, Wellness, and Violence Prevention: $20 Million

- Corporate / Foundations: 40%
- State and Federal Government: 15%
- Individuals: 17%
- Endowment: 30%

- $6 Million Budget (2017)
- $11 Million Budget (2023)
INVESTING TO IMPROVE LIVES

Why invest in the Target Investment Zone?

Proof of concept
Proven track record
Best-in-class partners
Research & Evaluation
Disruptive innovators