

Our children. Their future. Our commitment.



Leading On Opportunity



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Charlotte-Mecklenburg Nationally Recognized

No. 6 Fastest Growing Economies Sept. 2015
Wallethub.com of 260 large cities

No. 14 Best Places for Business and Careers July
2015 Forbes Best Cities for Jobs

No. 15 Best Places to Live March 2016 U.S. News
and World Report of 20 cities

No. 8 Best Big Cities for Jobs March 2016 Forbes
list of 15 metro areas

No. 13 Fastest Growing Cities March 2016
Forbes list of 100 metro areas

No. 7 Best Environments for Families March
2016 Apartment List of 30 metro areas

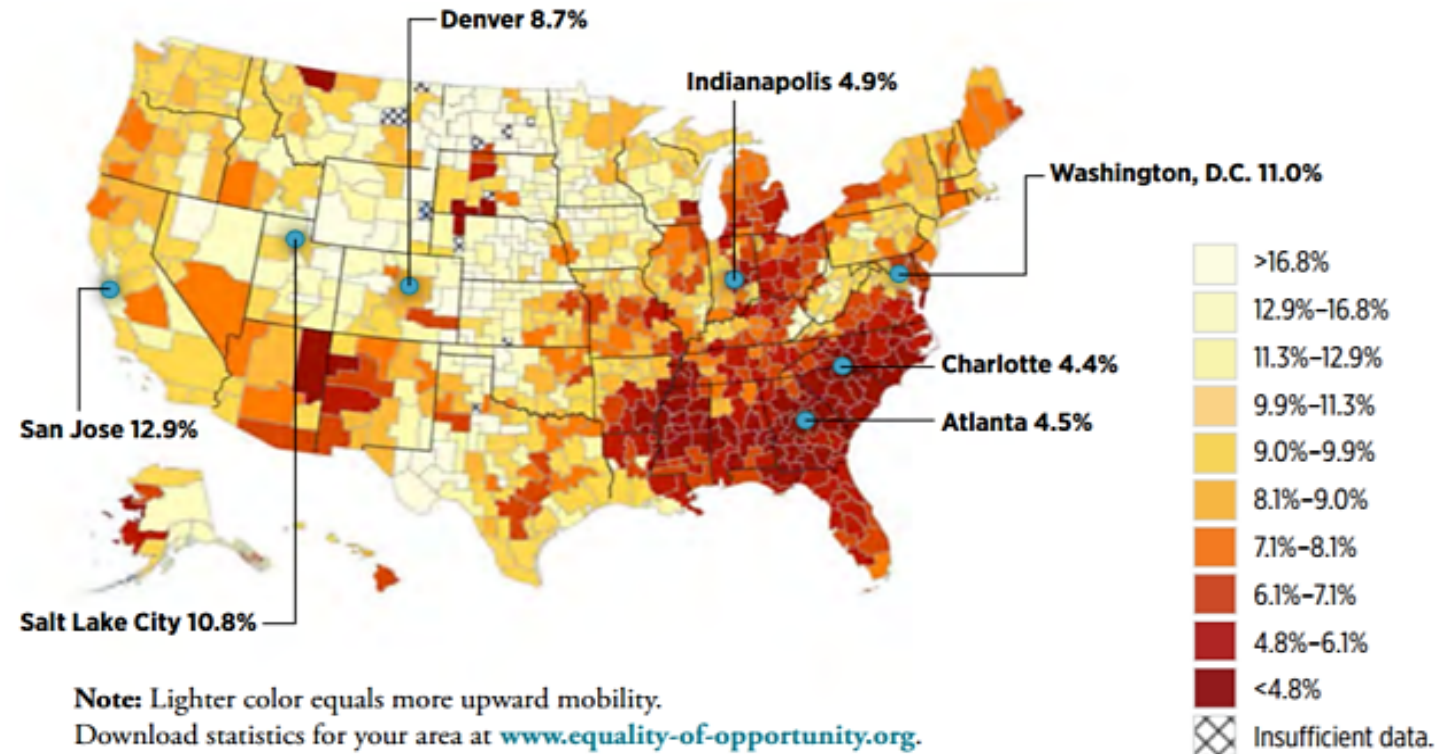
No. 8 Top Cities Most Loved by Millennials April
2016 Mayflower of 10 cities

No. 7 Best City to Start a Business May 2016
Wallethub.com of 150 large cities

The Map That Started It All...

The Chetty Study

The Harvard/UC Berkeley study ranked Charlotte 50th of 50 cities and Mecklenburg County 99th of 100





Five factors most predictive of upward mobility





Funding Partners



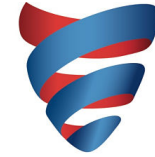
Task Force members

Dr. Ophelia Garmon-Brown (Co-Chair)

Ms. Crandall Bowles
Mr. Jeffrey A. Conway
Dr. Michael Friedland
Dr. Tisha Greene
Ms. Grazell Howard
Ms. Marianne Lyall-Knusel
Rev. Clifford Matthews
Ms. Symone McGee
Mr. Andrew Plepler

Mr. Dee O'Dell (Co-Chair)

Dr. David Chadwick
Mr. Esteban Echeverria
Mr. Dale Gillmore
Mr. Alvaro Gurdián Jr.
Mr. Ron Leeper
Mr. Matt Martin
Ms. Felicia McAdoo
Mr. Barry Sherman
Dr. Ricky Woods



.CHARLOTTE MECKLENBURG.
OPPORTUNITY
TASK FORCE





A Mandate to Listen and Learn

May 2015

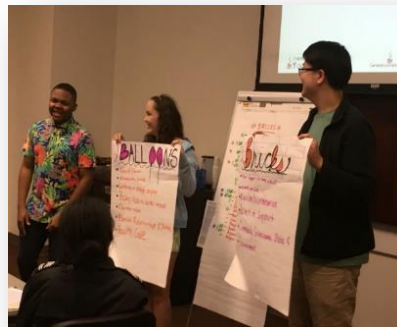
**The 20 member Task
Force first convened**



30/51

**30 sessions, plus special
community learning
opportunities**

**51 subject matter experts
engaged**



Convened

**The Task Force met with
Charlotte experts &
thousands of community
members to understand
our issues better**





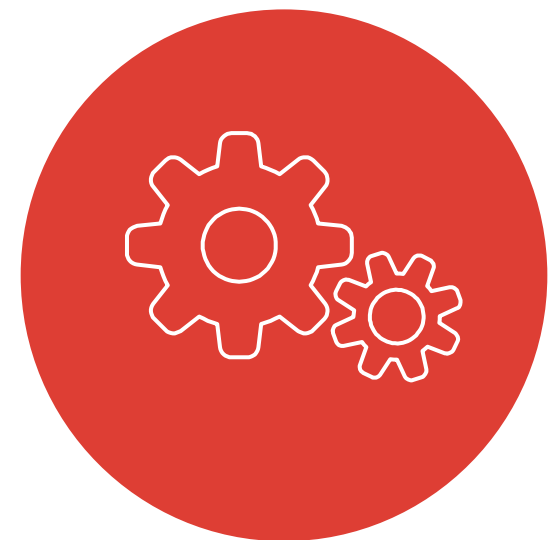
Our process



We challenged
conventional
wisdom



We challenged
ourselves and each
other



We navigated
points of
disagreement

A Layered Approach

■ What are the attributes of individuals that the Task Force hopes to impact?

- Hopes/Aspirations
- Skills/Preparedness
- Connectedness/Social Capital
- Resilience/Grit

■ What in our community network of resources/programs/support most creates or constrains opportunity?

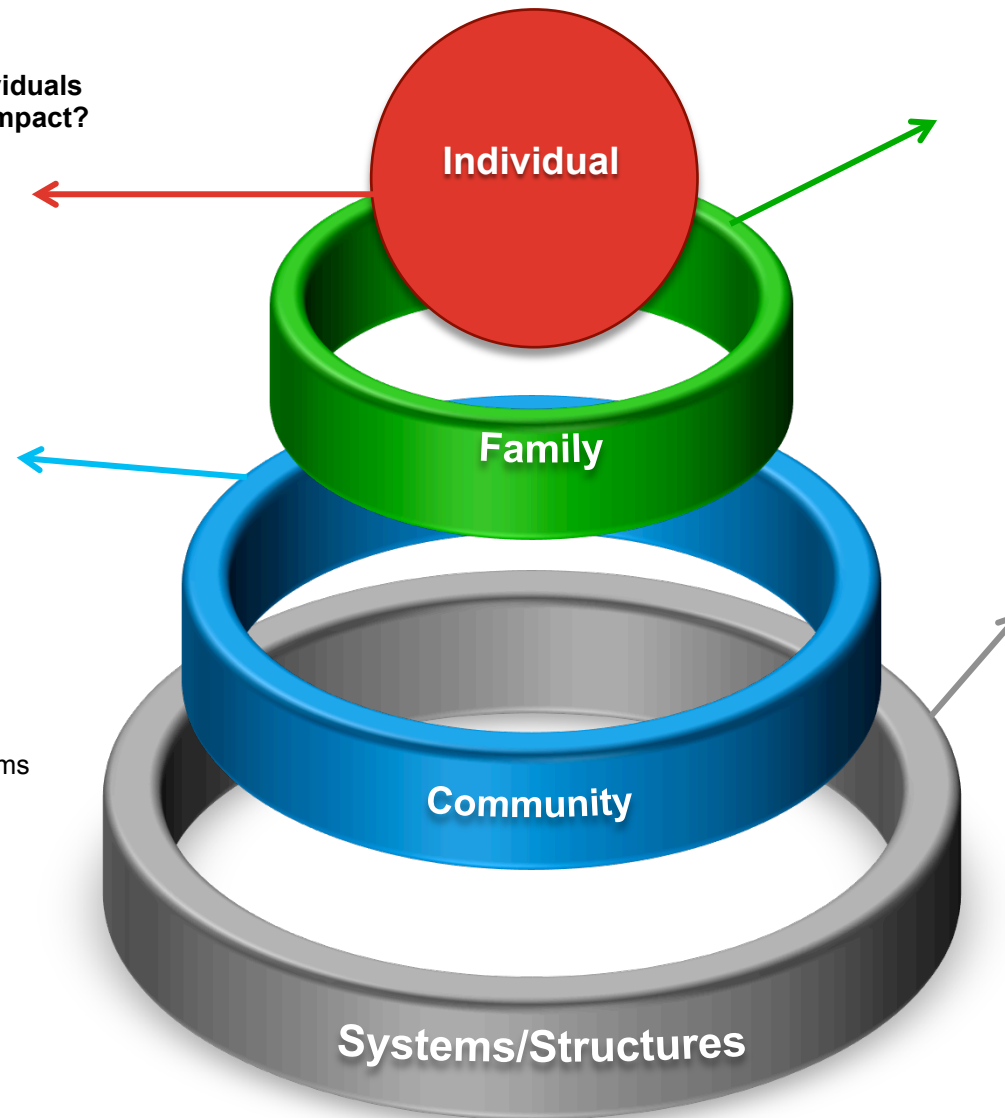
- Neighborhood Characteristics
- Education Programs
- Life-Skills Programs
- Criminal Justice Programs
- Workforce Development Programs
- Faith Community
- Business Community

■ What about families most creates or constrains opportunity?

- Family Structure
- Family Traditions/Values
- Family Planning
- Family Income
- Parenting Skills/Resources

■ What are systemic or underlying forces and structures that most create or constrain opportunity?

- Housing
- Education
- Criminal Justice
- Segregation
- Cultural Values/Norms
- Explicit/Implicit Bias
- Exclusion/Inclusion
- Hiring Practices
- Income Inequality/Wages



We agreed on the ultimate goal:

Young people—regardless of race or zip code—feel they belong, have big dreams, and find the opportunities to achieve those dreams.

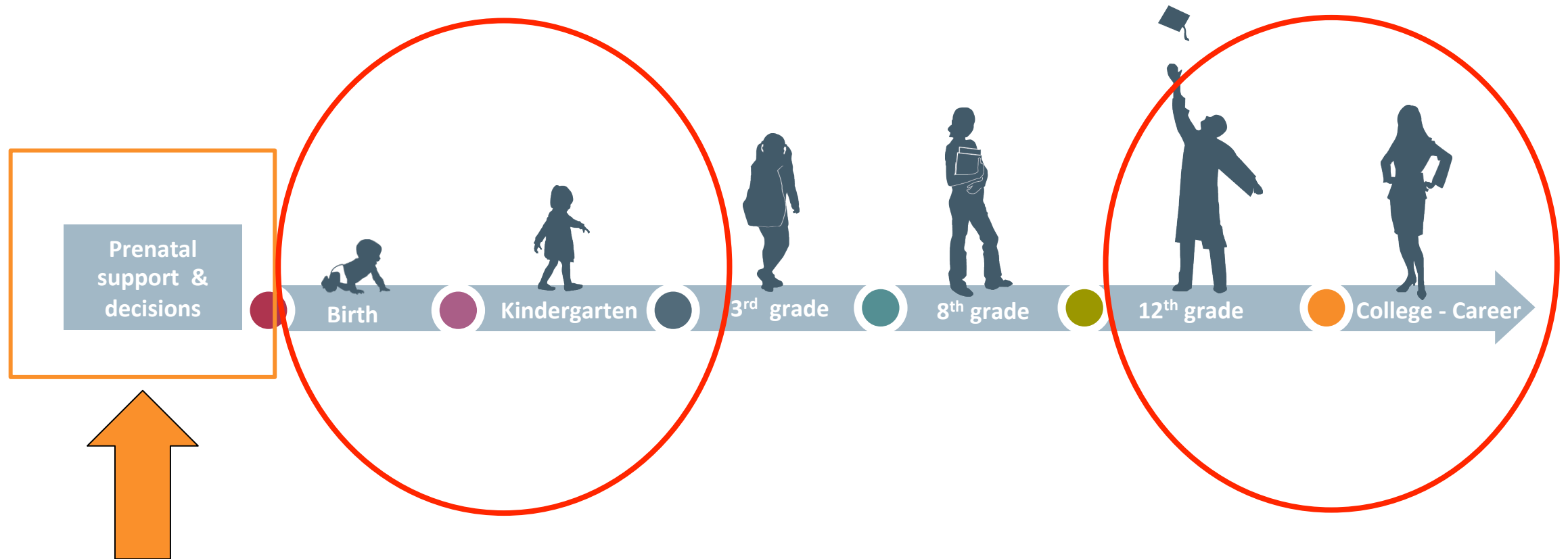


But to see success as a young adult, we needed to look at the earliest years and work forward...





From: Cradle to Career To: *Prenatal to Career*





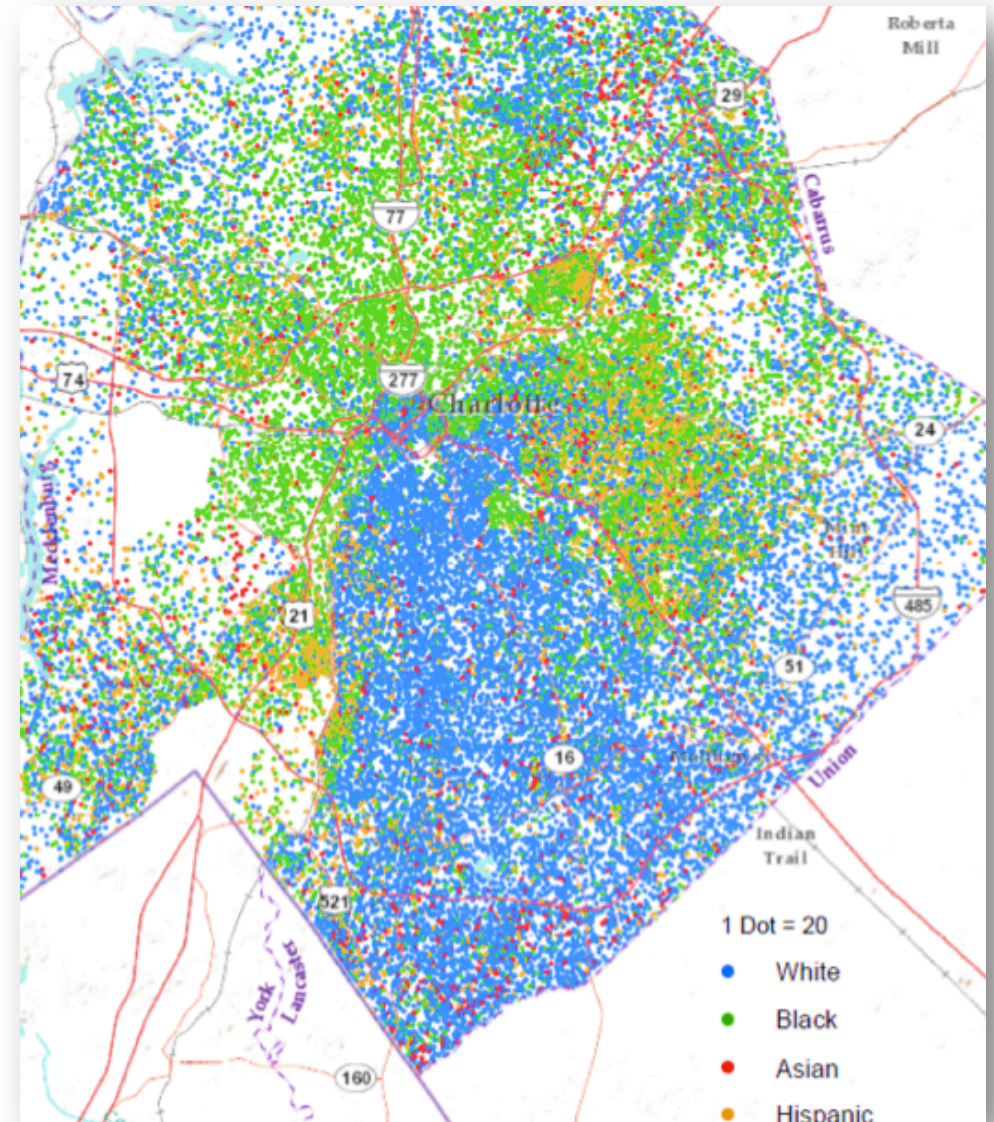
The heart of the issue

Charlotte
Mecklenburg
is a place of
opportunity
for many.

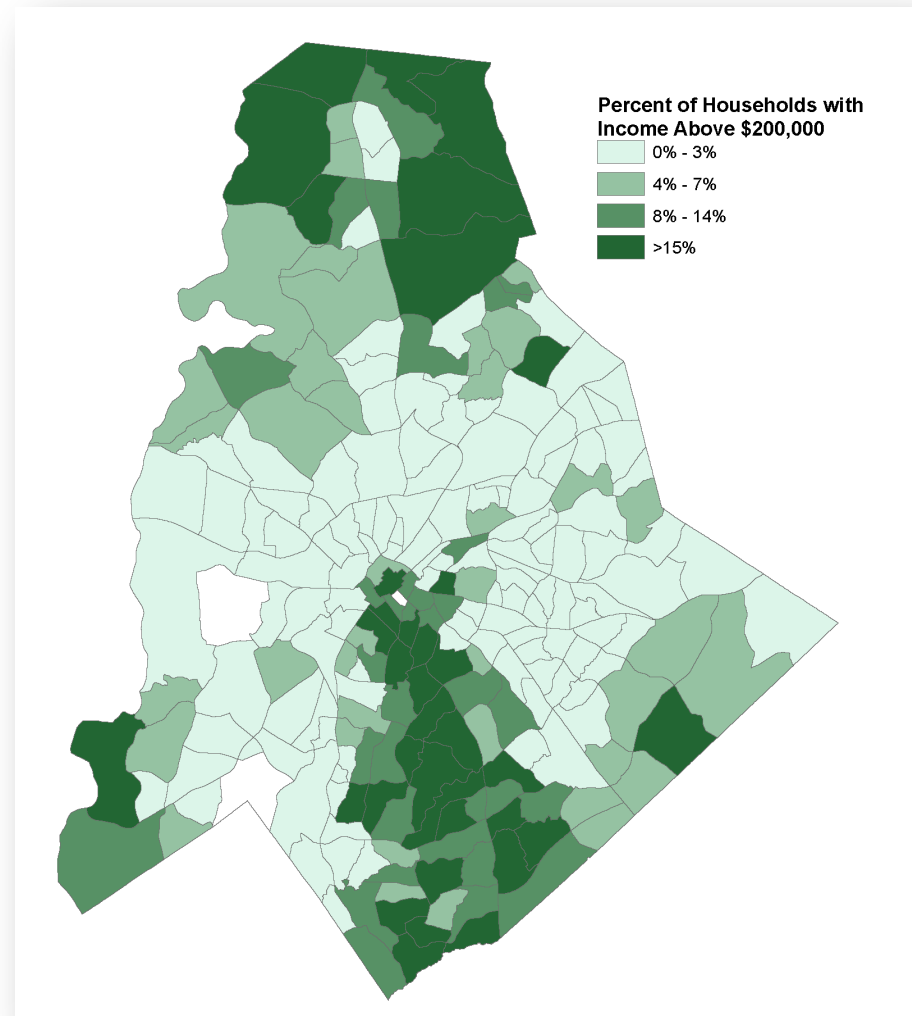
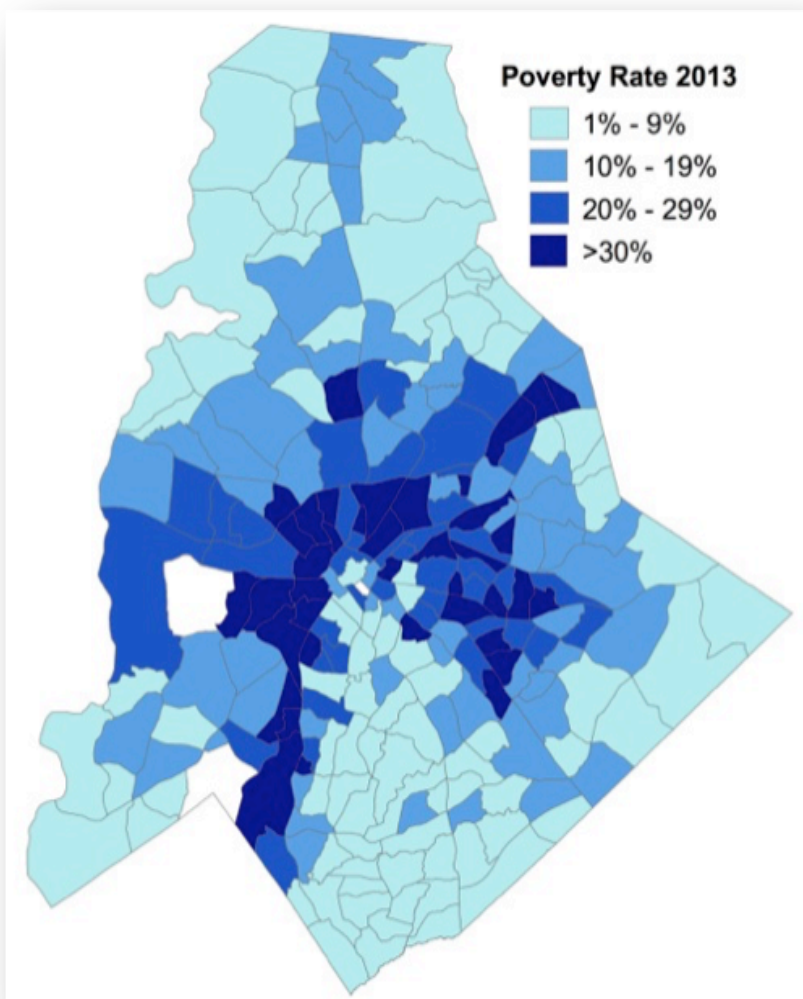
But, often we
don't live,
learn, work or
worship
together.

We aren't
seeing each
other. We
aren't facing
what keeps us
separate. We
don't see
disparities.

**We are
segregated
by race.**



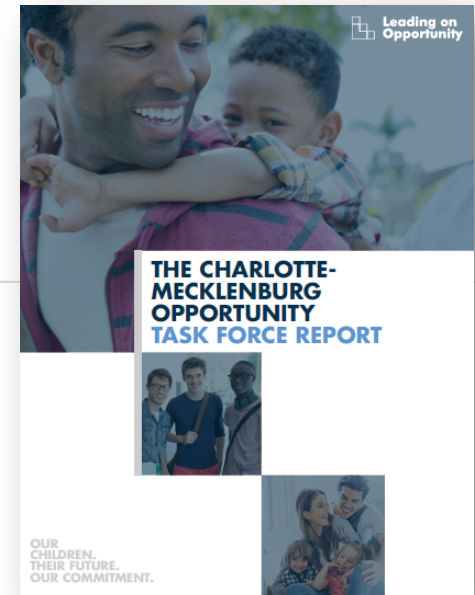
**We are
segregated
by income.**





The Report

- Grounded in local, regional & national data
- Placed in personal & historical context
- Candid language regarding race, privilege, racialization, etc.
- Provides examples of areas provoking strong emotions & disagreement—but, TF able to reach consensus
 - *Example: parental relationship, family formation, etc.*
- Mix of systemic, policy & programmatic recommendations
- Underscores need for infrastructure to implement





Charlotte-Mecklenburg Opportunity Task Force Recommendations



The Report

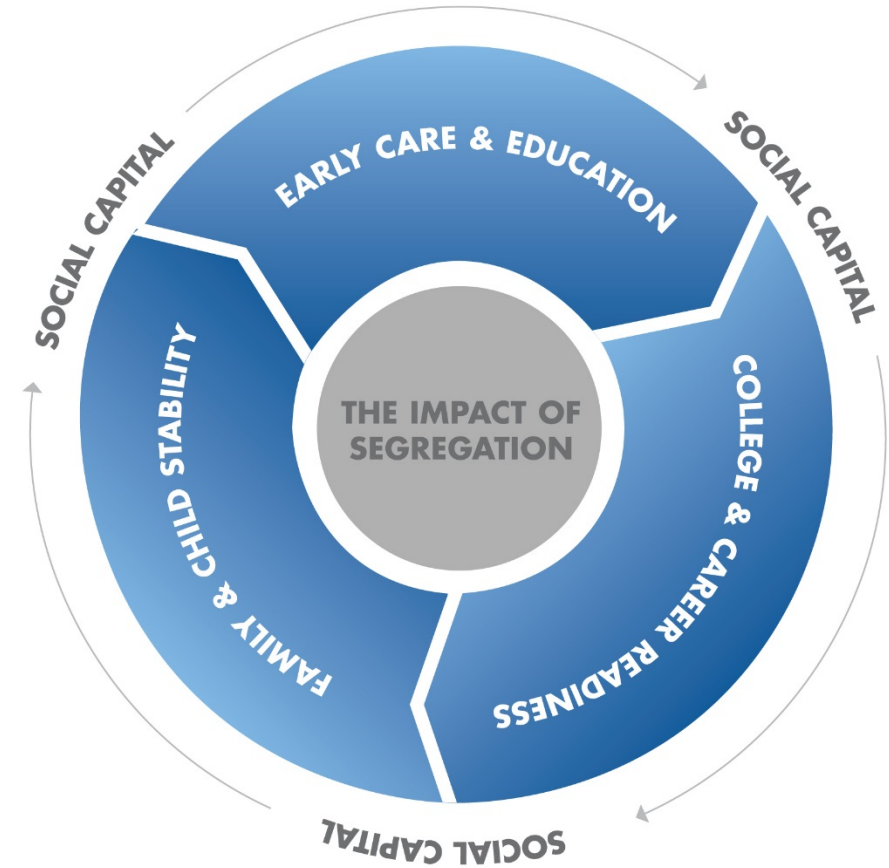
- Two “cross-cutting” factors
- Three “determinants”
- 21 priority strategies
- 91 recommendations
- Over 100 implementation tactics & policy recommendations



Everything is interconnected



Opportunity “System” Strategy



Impact of Segregation
Inhibits mobility

**Early
Care &
Education**

**Family &
Child
Stability**

**College &
Career
Readiness**

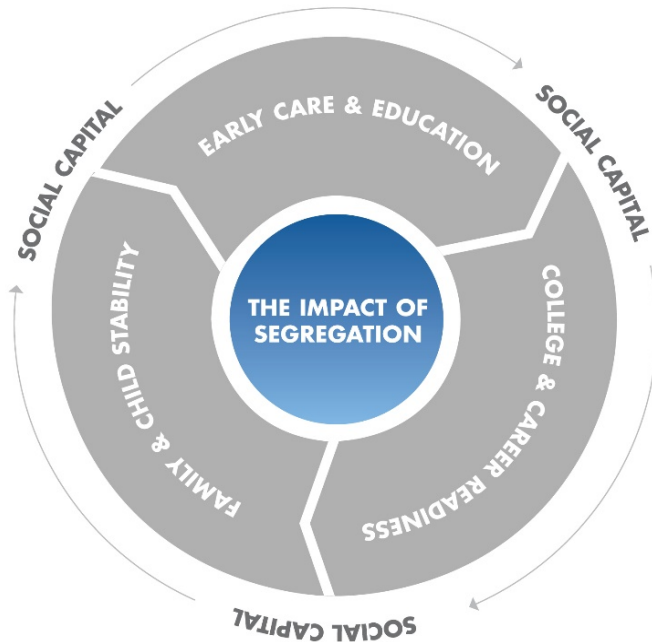
Enhances mobility
Social Capital



Cross-cutting factor: Segregation



Cross Cutting: Impact of Segregation

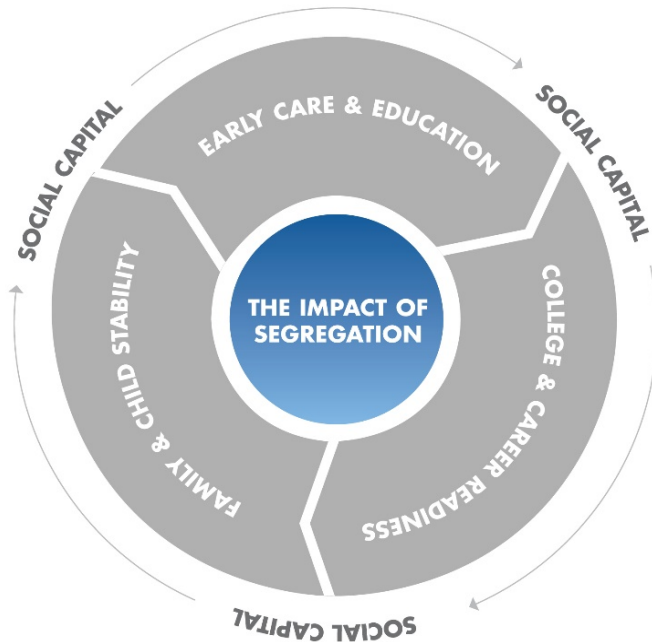


Key Issues

- Char-Meck's unique segregation pattern
 - Grounded in intentional decisions
- Commuting patterns mask reality
- Infiltrates all areas: schools, housing, food, transportation, digital access, etc.



Cross Cutting: Impact of Segregation

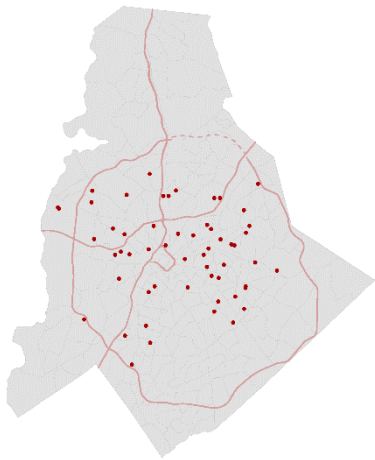
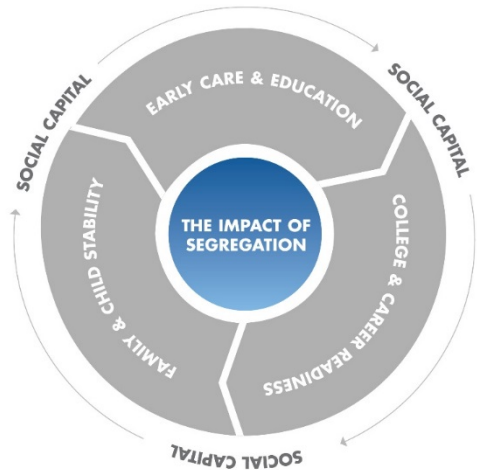


Selected Recommendations

- Encourages new strategies for mixed income housing
- Increased private sector support for rental subsidies
- De-concentration of high-poverty schools
- Overhaul of transportation routes
- Ensure digital access, devices & literacy
- Expanded use of racial equity lens



Segregation & School Assignment



Schools with high concentrations of poverty and students of color

- Task Force did not provide a specific recommendation
 - Notes benefits of diversity for all students
- Encourages School Board to be courageous
 - Uphold original values & goals
- Notes that schools are sites where disparities appear
 - Not necessarily the places that create disparities
 - Housing & employment patterns drive school assignment & school quality drives housing patterns
- Calls for inter-governmental group to look for opportunities to coordinate & increase impact

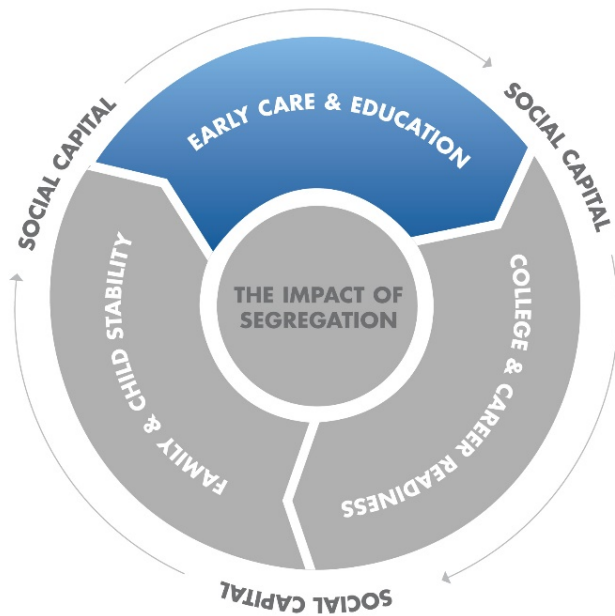


Determinant One: Early Care & Education



Determinant

1 Early Care & Education



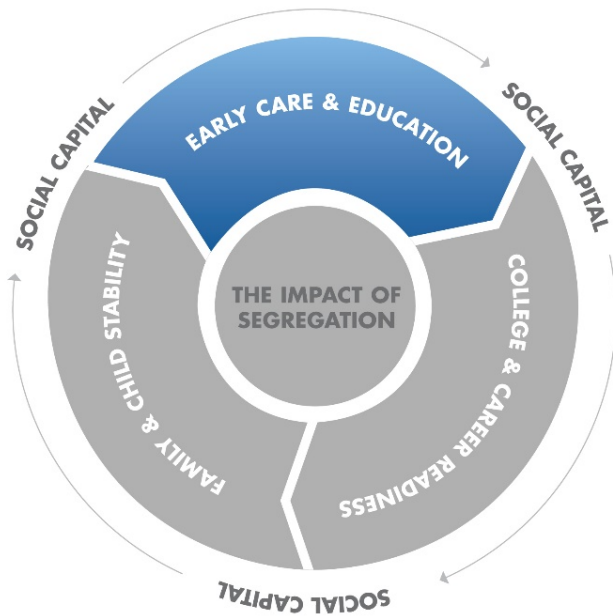
Key issues

- THE priority determinant: ROI clear
- Child care waitlist of 3,000+
- Annual cost avg. \$9-11K per child/per year
- Workforce highly transient & underpaid
- Families often lack understanding of importance



Determinant

1 Early Care & Education



Selected Recommendations

- Support parents as first teacher
- Goal of universal access to care age birth to 5
- Strengthen early childhood workforce
- Look at pay & professional development
- Brain development awareness campaign
- Expand Read Charlotte systems approach



Determinant

1 Early Care & Education

Example

- Support CELC funded work group
- First step: eliminate the ~3,000 child wait list
- Identifies financing options including sales & property taxes



Selected Recommendations

- Support parents as first teacher
- **Goal of universal access to care age birth to 5**
- Strengthen early childhood workforce
- Look at pay & professional development
- Brain development awareness campaign
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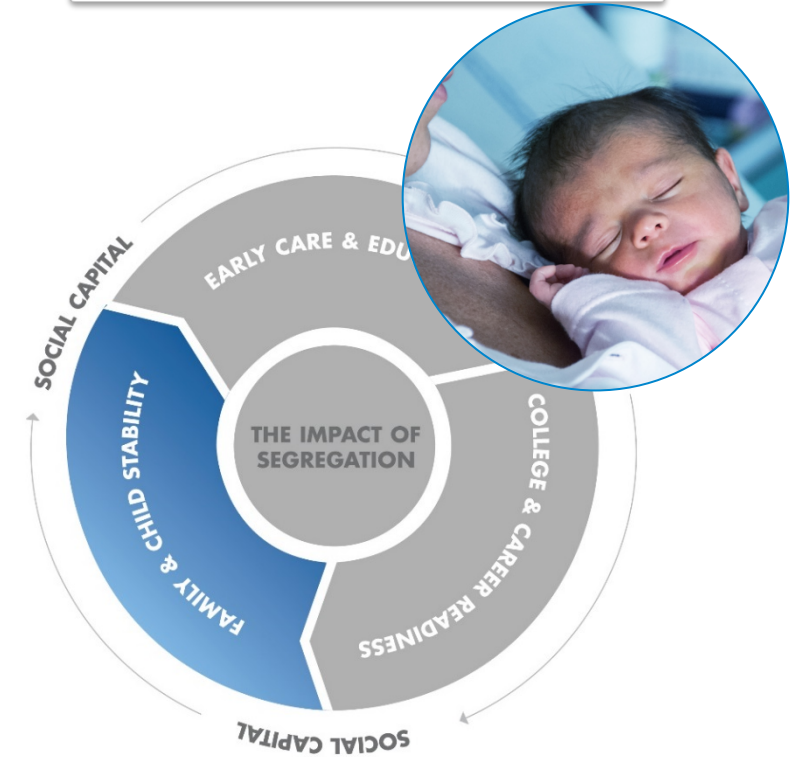
Determinant Two: Family & Child Stability



Key issues

- Research supports stable households & delayed pregnancy
- Families in poverty challenged to balance work, children, housing, other basic needs
- 34k unit shortage of affordable housing
- Cumulative impact leads to toxic stress

Determinant **2 Family & Child Stability**



Selected Recommendations

Determinant

2 Family & Child Stability

- Identifies strategies to aggressively address lack of affordable housing
- Increase access to mental health services
- Educate on benefits of two parents & delaying pregnancy; provide access to effective methods
- Create pathways to living wages

Example

- Increase bond referendum from \$15M to up to \$50M every two years
- Prioritize housing when disposing of public property
- Create a private investment fund
- Convene developers to explore options such as tax abatement, overlay districts, etc.



Selected Recommendations

- Identifies new strategies to aggressively address lack of affordable housing
- Increase access to mental health services
- **Educate on benefits of two parents & delaying pregnancy; provide access to effective methods**
- Create pathways to living wages



Determinant

2 Family & Child Stability

Family Formation & Structure

- Young adults need information regarding importance
- Access to information regarding planning
- Ability to afford the methods they choose



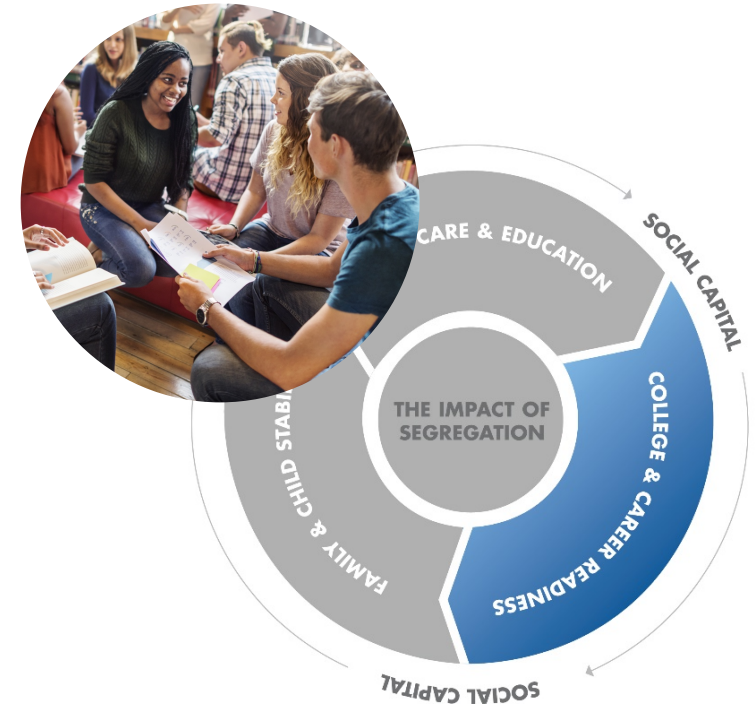
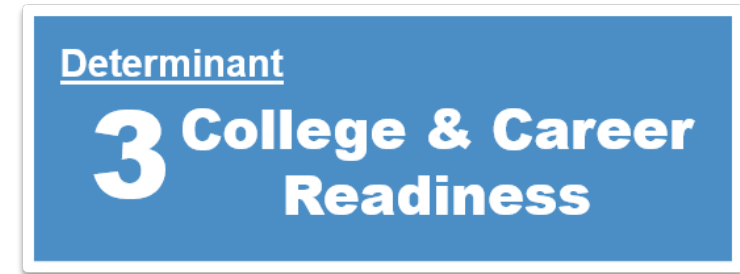


Determinant Three: College & Career Readiness



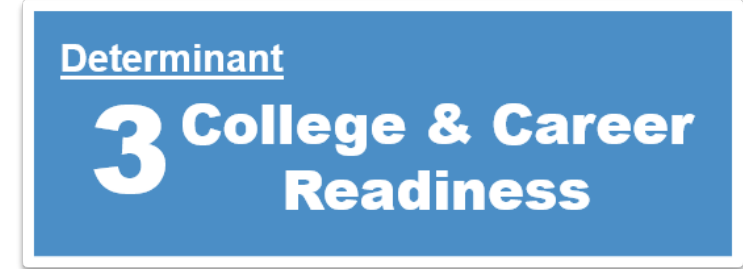
Key Issues

- Disconnect between employer needs & K-12 curriculum/understanding/skills
- Historically, not a priority for Chamber or Regional Partnership
- Business sector concerns about CMS capacity to scale
- Lack of career pathways information
- Negative stigma of vocational education & certifications
- Lack of counselors + inadequate understanding of college/career information
- Importance of understanding alternatives to traditional four year college path
- Real + perceived barriers to attending & completing college



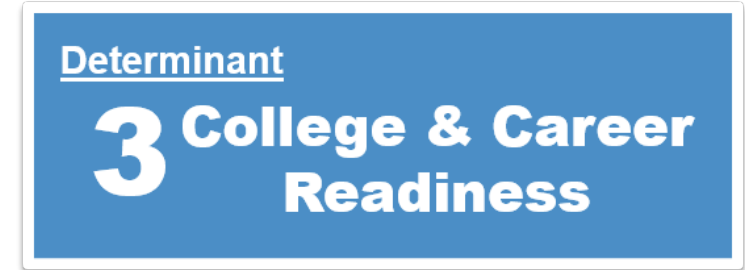
Selected Recommendations

- Ensure ALL students have access to a range of career & college pathway opportunities
 - Expand/improve career academies
 - Provide funding for student certifications
 - Partner with businesses/Chamber to raise awareness
 - Increase # of students in college prep courses
- Improve student/parent information & guidance
 - Early exposure to college & career options
 - Increase number & quality of counselors
 - Leverage nonprofit & business resources
- Expand support for 1st gen & low income college students



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Determinant

3 College & Career Readiness

Example

Build CMS & business partnership to increase workplace based learning capacity:

- 1,000 slots by 2018
- 4,000 by 2020
- Ultimate goal: 10K+

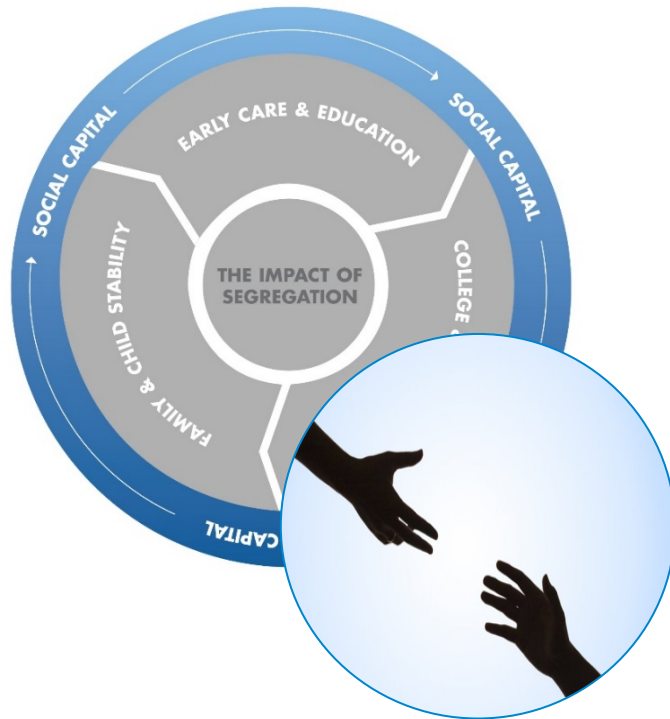




Cross-cutting: Social Capital



Cross Cutting: Social Capital

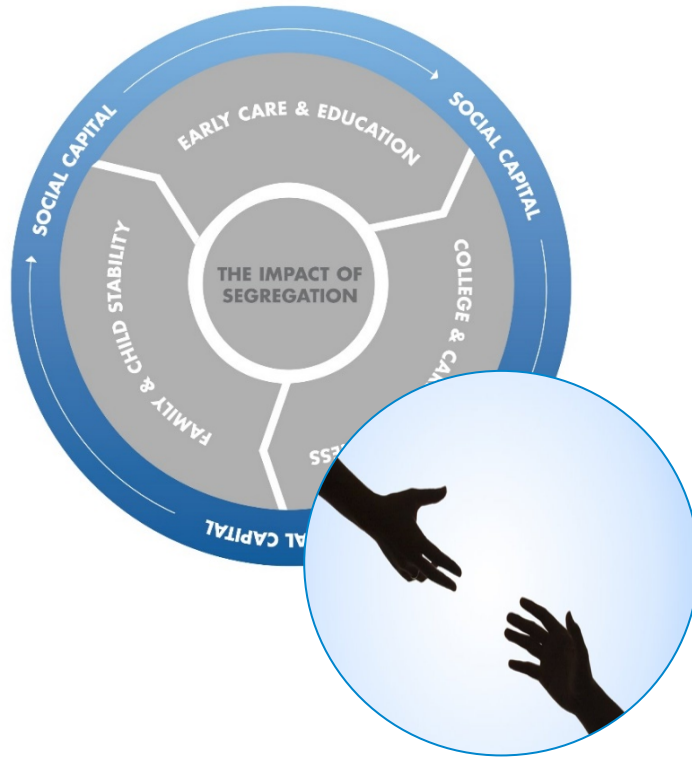


Key issues

- Networks & relationships have economic value
- Lack of strong/diverse connections undermines other efforts
- Helps transform “dreams” to tangible pathways
- Students: We want “Life Navigators”
- Many in the community: “We want to feel respected and valued”



Cross Cutting: Social Capital



Selected Recommendations

- Implement “life navigator” concept starting no later than 7th grade
- Develop volunteer army to connect children/families
- Tangibly demonstrate a “culture of caring”
- Encourage use of economic opportunity lens for key decisions & investments



Report Applies to All Sectors



Business: Hiring practices, HR policies, community partnerships, volunteers, strategic philanthropy

Faith: Call to action, encourage authentic dialogue, avoiding “toxic” charity, review outreach programs

Philanthropy: Increase collaborations, direct \$’s to highest human gain, help nonprofits with evaluation

Public sector: Be courageous, collaborate across elected bodies, consider “opportunity” when making decisions

Nonprofits: Evaluate effectiveness, engage with clients, board members hold agency accountable

Individuals: Expand networks, think about the small sacrifices that might improve the community, enroll in programs to educate yourself

*If every house of faith, elected official, civic group, employer, foundation, institution or organization asked this one simple question before making significant decisions
—“**How will this decision impact the opportunity trajectory of our children, youth and families?**”—the actions taken as a result would tangibly impact all children, youth, and families.*





Implementation: Moving from the Report to Action

- Change unlikely without funding & professional infrastructure
 - Serves as “central nervous system” for opportunity
- Report calls for creation of new private/public partnership
- Recruits diverse leadership & engages community
- Advocates for system & policy changes
- Establishes metrics & goals
- Initial staffing & support provided by United Way & FFTC
- Community helps inform permanent home for the work

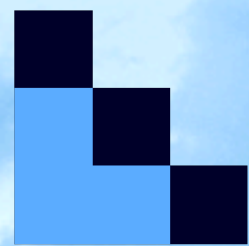


Early Examples



*It is our hope that with collective focus and accountability,
Charlotte-Mecklenburg will transform through the experience of
doing this work together, and we will earn a new reputation as a
community that is **“Leading on Opportunity”***





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www.leadingonopportunity.org

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