



UNITED TO MOVE AMERICA FORWARD

A Policy Playbook from 100+ Social Innovators to Advance Equity and Opportunity in America

EXECUTIVE SUMMARY



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Uniting Social Entrepreneurs and Policymakers.



Transforming Local Impact Into National Change.

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ABOUT THIS EXECUTIVE SUMMARY

UNITED TO MOVE AMERICA FORWARD is a 175-page policy briefing book intended for candidates and policymakers at all levels of government who are committed to harnessing the power of government to increase opportunity, advance equity, and achieve sustainable change in America. The transformational policy ideas presented in that playbook stem from the groundbreaking work of over 100 social innovators leading results-driven organizations that are solving America's biggest problems in communities across the country every day. Their insights, and the lived experiences of the community members their organizations serve, shape the proposals presented on those pages and offer a blueprint for policymakers to transform local results into lasting national impact. This Executive Summary highlights the 35 innovative policy proposals from **UNITED TO MOVE AMERICA FORWARD** that will help move all of America Forward.

READ THE FULL BOOK AT PLAYBOOK.AMERICAFORWARD.ORG

AMERICA FORWARD

America Forward is the D.C.-based nonpartisan policy initiative of **New Profit**, a pioneering national venture philanthropy organization that invests in a portfolio of breakthrough social entrepreneurs and systems-change initiatives, catalyzes and builds their impact, and transforms how government and philanthropy pursue social change to ensure that all people can thrive.

America Forward unites social innovators with policymakers to advance a public policy agenda that fosters innovation, rewards results, advances equity, catalyzes cross-sector partnerships, and transforms local impact into national change.

We lead the **America Forward Coalition**, a network of over 100 social innovation organizations that champion innovative, effective, and efficient solutions to our country's most pressing social problems. Our Coalition members are achieving measurable outcomes in more than 15,000 communities nationwide; touching the lives of nearly 9 million Americans each year; and driving progress in early childhood development and learning, K-12 education, postsecondary education, workforce development, Pay for Success and evidence-based policy, poverty alleviation, social innovation, national service, criminal justice reform, and public health.

Since 2007, **America Forward's** community of innovators and advocates has played a leading role in driving the national dialogue on social innovation policy. Together, our Coalition organizations have successfully advocated for lasting policy change in education, workforce development, and Pay for Success policy; leveraged \$1.7 billion for social innovation; and driven millions of federal resources toward programs that are achieving measurable results for those who need them most.

Together we stand **United to Move America Forward** and offer this Executive Summary of our policy playbook to advance equity and expand opportunity in America.

PHOTO BY
LIFT



UNITED TO MOVE AMERICA FORWARD

AT A TIME WHEN OUR NATION FEELS DESPERATELY FRAGMENTED, when the ties that bind us to one another are fraying and threaten to tear our democracy apart, we see hope.

We see hope in the young people who, denied opportunity due to racism, poverty, and systems rigged against them, find a way to achieve their potential and lead change in their communities.

We see hope in the families who, after losing their livelihood, health, or home, still dream of a different future; find a way to scrape, save, and struggle their way to a better life; and help others learn from their experiences.

We see hope in the people who, working in rule-bound government agencies, serving as elected officials, or driving reform from the outside, find a way to renew outdated policies and champion programs that deliver results and change people's lives.

We see hope in the social entrepreneurs who work every day in every corner of our country to run programs, reform systems, and make the success of under-resourced students and families not the exception, but the rule.

And we especially see hope in the 100+ America Forward organizations that believe in the young people, the families, and the government—the collective expression of our democracy.

America Forward organizations are revolutionizing the way children learn, investing in the resourcefulness and aspirations of low-income people to help them secure a better future for themselves and their children, and paving the way for reformers to reimagine public programs to achieve measurable results and channel civic activism into lasting change.

Applying the lessons gleaned from this experience, we could make our nation a place that stands for a fundamental value—**that no matter where you start,**

you can grow up to be anyone and anything you want to be. Yet we know that today this vision is more myth than reality. Nearly half of Americans who grow up poor, remain poor, with Black, Latinx¹, and Native children much more likely to live in poor families than White children. Only 3% of children who spend half their childhoods in poverty will go on to graduate from college. And despite many efforts across five decades, poverty levels, as measured by earned income, have barely budged and remain unacceptably high.

The reasons for the profound, stubborn inequality and inequity in our nation are many and complex. Some go back decades, some centuries. But they are refreshed every day when a child attends a low-performing school or cannot go to college. Or a working family needs food, housing, and medical care but can't afford all three. Or an adult facing obstacles, struggling to turn life around, has little hope for a second chance at a successful future.

That's not the America we want. And it's not the America we have to accept.

We can't change the past. But we can secure a future that meaningfully stands for inclusive, equitable opportunity if we embrace what's best about America rather than what's worst.

The United to Move America Forward policy playbook offers a path forward to create a nation where the place you start does not determine the place you finish.

It draws on the insights of the over **100 results-driven innovators that are part of the America Forward Coalition** and builds on the progress they are making, driving change and improving lives in over 15,000 communities around the country.

1. The terms "Hispanic" and "Latino" are used interchangeably by the U.S. Census Bureau and throughout this document to refer to persons of Mexican, Puerto Rican, Cuban, Central and South American, Dominican, Spanish, and other Hispanic descent; they may be of any race. This document may also refer to this population as "Latinx" to represent the diversity of gender identities and expressions that are present in the community.

America Forward is a project of New Profit, a groundbreaking venture philanthropy fund founded two decades ago to support social entrepreneurs building lasting local solutions to some of our country's most pressing and intractable social problems. **Together, the America Forward Coalition has unlocked over \$1.7 billion for social innovation and driven hundreds of millions of federal dollars toward programs that are achieving measurable results for those who need them most.**

We draw from the work of our Coalition members to underscore the **three essential lessons** we must learn as a country to secure a better future:

HOW CHILDREN LEARN

1

From the earliest days of life to adulthood, both inside and outside of formal education institutions, America Forward Coalition organizations demonstrate the importance of helping young people from low-income backgrounds develop the skills, mindsets, and habits that are key to successful learning. These opportunities enable young people to develop strong relationships, experience rich instructional opportunities, feel a sense of safety and belonging, and benefit from integrated supports from early childhood through young adulthood. Youth and young adults also need the chance to apply what they have learned, gain a sense of purpose while refining personal and career goals, and further build essential workplace skills. And we know that families—and students themselves—must be a part of any solution to support and cultivate lifelong learners who can adapt to and thrive in the tectonically shifting world.

HOW TO CREATE CONDITIONS SO ALL ADULTS AND FAMILIES CAN THRIVE

2

All families have goals and dreams, but families do not have equal means to achieve them. Contrary to common stereotypes, low-income families are resourceful, and many find ways to improve their own financial and

general well-being. Nonetheless, we know systemic barriers constantly challenge low-income families' abilities to leverage their assets, strengths, and capabilities. America Forward Coalition organizations create the conditions that enable low-income families to achieve goals they set for themselves.

HOW TO RESTORE BELIEF IN GOVERNMENT BY EQUIPPING REFORMERS TO DELIVER RESULTS

3

Too often, government agencies operate under a set of norms that focus on compliance rather than outcomes, resulting in disconnected programs that can't evolve to achieve better results. But that's not true of every publicly funded effort. Government works well when it gets the right people striving toward solutions together, in and outside of government. Government works better when it looks at the full context of a problem to diagnose and address it. It works best when it asks those closest to the problem to design strategies and provides flexibility to implement them. And it reaches even higher levels of impact when it uses data to track outcomes and creates a learning loop that enables innovation and pushes resources where they will achieve the best results. Many barriers inhibit public agencies from acting this way. But across this country, America Forward Coalition organizations are leading a movement to empower changemakers in and outside of public agencies to make government work better for everyone.

All of these lessons, gleaned from the experiences of our America Forward Coalition organizations, point the way to a better, more equitable future.

WE INVITE OTHERS TO JOIN US, UNITED TO MOVE AMERICA FORWARD.

HOW DO WE START?

Government agencies, nonprofits, businesses, philanthropies, and ordinary people must work together to change the practices, power dynamics, and policies, as well as the resource flows, relationships, and mental models that perpetuate problems and hold the key to sustainable change. We need:

PUBLIC LEADERS WHO TAKE ACTION—AND CARE ABOUT OUTCOMES

We need public leaders who recognize the urgency of the inequity that leads to inequality, look clear-eyed at the data, and refuse to let politics stand in the way of finding solutions to this and many other problems that can only be solved by a government that actually works.

CITIZENS WHO VOTE, VOLUNTEER—AND RUN FOR OFFICE

We should not cede the responsibilities of our democracy—and the power that comes with it—to a subset of Americans. By signing up and taking action, we can get the government we need—one that is responsive to the needs and knowledge of those currently underrepresented.

BUSINESSES THAT PROVIDE GOOD JOBS—AND DO WHAT'S RIGHT

We need business to provide jobs and make investments, but also to be contributing members of the community. Supreme Court decisions have given corporations many of the rights of citizens in this country. What if corporations also shared the ethical responsibilities of human citizens? Not just to pay taxes and obey the law, but also to make a sincere and conscious effort to leave the world better than they found it.

PHILANTHROPY THAT FUNDS INNOVATORS—AND ADVOCACY

Most philanthropists take a well-worn path, giving to individuals, institutions, and interventions they know well and understand. Too few philanthropists are willing to take risks on people or programs that are outside of their circles—especially those proximate to problems they hope to solve. If we are to spur, nurture, and sustain the solutions that will secure the promise of America, we need philanthropy to go beyond business as usual, take risks, and resource the results-oriented people and programs poised to do what it takes.

ORGANIZATIONS THAT FIND SOLUTIONS—AND CHANGE SYSTEMS

Results-driven innovative organizations, including those in our Coalition, are finding solutions to the most intractable problems we face by tapping the tools that business uses to develop new and better products, reach new markets, influence consumer choices, and create new narratives that open up new possibilities for communities. To our fellow innovators, we say “keep it up,” and don’t stop trying to change the conditions that prevent you from taking your insights “public.” That means doing the hard work of democracy—speaking out, showing up, and sticking with it even after setbacks. On top of the groundbreaking work you do every day in communities, you must speak out, educate others, and advocate to seek impact on a higher level and make a difference at the scale that is needed.

TRANSFORMATIONAL COLLABORATION

While each of these players can make progress on their own, solving the complex problems our nation faces requires united action by communities; federal, state, local, and tribal government agencies; businesses; philanthropists; nonprofit organizations; and people of all stripes. We’ve got to get better at setting bold goals, valuing innovation and results, and marshalling all available forces to find solutions, measure progress, and redirect as necessary. We’ve got to go beyond pilots and proof points to systemic solutions that are scalable and sustainable. To find these solutions, we’ve got to marry the expertise represented by the people proximate to the problems with the experience of results-oriented nonprofits and lessons gleaned from data. And then we must spread them through market strategies and the scale potential of government. We all need to go all in.

This kind of unity is what UNITED TO MOVE AMERICA FORWARD, our policy playbook, is all about.

PART I: HOW CHILDREN LEARN

CHILDREN WHO HAVE NEVER LIVED IN POVERTY are 10 times more likely to complete a college degree by age 25 and twice as likely to be consistently employed as young adults, compared with children who grew up persistently poor. Educational inequity starts in the earliest days of a child's life and compounds through early adulthood. But it doesn't have to be that way.

YOUNG CHILDREN

What happens in the first years of life has an impact across a lifetime. Experiences from birth to age 8 affect the development of the brain's architecture, providing the foundation for all future learning, behavior, and health. Our goal is to ensure that every young child in America enters the K-12 system ready to learn with the skills, mindsets, emotional supports, strong adult relationships, and stability they need to succeed in school and in life.

POLICY PROPOSALS

1. **Create a place-based "Early Childhood Accelerator Fund" that makes grants to states in partnership with persistently poor communities.**

Spur development of early learning systems that have a place for every child (including those whose families cannot pay), meet their needs, recognize the primary role that families play, and provide ongoing professional development.

2. **Strengthen the recruitment, preparation, retention, and support of those who work with young children and their families.**

Fund a comprehensive talent development strategy that includes free education for college students who commit to work in Head Start; work-study, national

service, and volunteer opportunities to add capacity to classrooms; and salary scales, loan forgiveness, or tax credits for early childhood professionals.

3. **Focus early learning resources on performance and results.**

Improve early learning program quality by improving data systems, supporting program evaluation, and linking funding and flexibility to the achievement of measurable outcomes.

4. **Provide dedicated funding for early childhood facilities.**

Improve the physical space of early childhood programs by supporting the acquisition, construction, and rehabilitation of facilities serving low-income children.

CONCLUSION

Early learning alone is not an effective equalizer—but expanding access to high-quality early learning opportunities, in all the settings where children learn and grow, is a critical place to start. So, too, is readying families to become educators and advocates for their children, and in doing so, preparing families to play these roles throughout their children's education.



PHOTO BY
APPLETREE INSTITUTE

SCHOOL-AGE YOUTH

Learning can take place in any environment, not just formal classrooms. But learning happens best when social, emotional, and cognitive development and growth are connected; the unique educational needs of each child can be met; and children are healthy, safe, and well nourished. All children growing up in America, regardless of their backgrounds, should receive a high-quality education that enables them to thrive as youth while preparing them to pursue the higher education, training, national service, or work experience they need for meaningful employment and engaged citizenship.

POLICY PROPOSALS

5. **Scale catalytic partnerships by supporting innovative nonprofit organizations that partner with or operate schools to improve outcomes for low-income students.**

Create a transparent marketplace of external partners; make capacity-building grants to nonprofit organizations with strong evidence; provide model data-sharing agreements; and offer incentives for coherent school design and aligned services to schools.

6. **Ensure all students have effective teachers and attend schools with strong educational leaders.**

Fund innovative strategies to recruit, train, and retain diverse educators by investing in alternative teacher preparation programs and professional development providers with proven outcomes.

7. **Facilitate the ability of all families to exercise power to influence their children's educations.**

Recognize parents as full educational partners by providing the information they need and opportunities to play a leadership role in education decisions that affect their children.

8. **Provide a team of national service corps members for every high-poverty school.**

Maximize the impact of AmeriCorps members in and outside of the classroom while expanding this diverse pipeline of informed and motivated educators.

9. **Empower school districts to deploy federal dollars to link funding to outcomes.**

Offer technical assistance and other incentives to help schools participate in Pay for Success strategies.

10. **Harness the power of technology for education.**

Employ education technology and data systems to improve education outcomes, including providing necessary training for educators, tracking progress using disaggregated data, and making technology available on an equitable basis.

11. **End the school-to-prison pipeline.**

Use innovation and evidence-based strategies to improve school safety and end the practice of referring students to law enforcement for minor behavior infractions, including disproportionate numbers of students with disabilities and African American, Latinx, and Native students.

CONCLUSION

Over the years, policymakers have looked for the “silver bullet” that would make our education system work for everyone. We now know there’s no single reform that leads to transformation. But we do see three effective practices: (1) paying rigorous attention to data to measure equity, track outcomes, and inspire continuous improvement; (2) engaging nonprofit and community partners to bring expertise, comprehensive services, and caring adults to the classroom and beyond; and (3) recognizing the primary role that families play in student success. By scaling these practices, it is within our reach to ensure that every student—regardless of income, zip code, racial identity, or ability—receives a first-class education that opens doors to economic prosperity and a successful future.

EMERGING ADULTS

The period of “emerging adulthood”—the late teens and early 20s—is a critical developmental stage where adolescents become more independent and explore various life possibilities. What happens during this period often determines whether a young person becomes a productive working adult—or faces a lifetime of challenges. All emerging adults, especially those with fewer resources, should be equipped with the skills, education, and supports they need to secure good jobs and become engaged citizens, able to support and nurture families of their own and contribute to the community.

POLICY PROPOSALS

12. Create the first-ever integrated strategy for emerging adulthood.

Provide the flexibility for communities to coordinate systems that move students from education to career with the supports they need.

13. Connect secondary education to postsecondary opportunities and careers.

Challenge communities to ensure that every high school student develops a well-informed, well-supported career plan and has informed, individualized college admissions counseling.

14. Radically increase college completion.

Incentivize higher education institutions to develop plans to increase completion rates, drawing on the expertise of students who face barriers to completion, including low-income students, students with disabilities, and students who are first in their family to attend college.

15. Redesign college work-study to ready students for the world of work.

Direct a minimum of 50% of work-study grants to support service and other career-related work experience.



16. Make student aid more flexible and limit student debt.

Provide grants to address financial emergencies for higher education students and enable graduates to reduce their debt by doing a service year or working in targeted fields.

17. Redesign the workforce development system to align career and technical education, including programs at community colleges, with career pathways to high-growth sectors.

Tie public funding to workforce outcomes, with effective programs receiving the highest levels of support.

18. Take civilian national service to scale through increased funding and inclusion in “future of work” strategies.

Recognize national service as “civic apprenticeships” that combine skill development with a motivating social purpose, build essential workforce skills (21st century skills), and offer a reliable employment pathway to the nonprofit sector and other career fields.

19. Stimulate the development of innovative postsecondary models.

Develop and recognize an alternative outcomes-focused accreditation option to enable new, lower-cost models to participate in federal student aid.

20. Launch a grand innovation challenge to help workers succeed with automation.

Use a national prize to stimulate development of better ways to prepare workers for high-demand jobs.

21. Test a guarantee of first “jobs” to emerging adults.

Provide every young person in a designated community who steps forward with a supported work opportunity that develops their skills, resumes, and professional networks, including employment social enterprises, national service, and private-sector jobs.

22. Accelerate innovation and results.

Expand Pay for Success strategies and innovation funds to increase college and career success, building evidence for an array of new and effective existing strategies that improve outcomes for young adults.

CONCLUSION

We know the power of leveraging effective partnerships to create person-centered, flexible systems of support that are able to respond to the changing needs of under-resourced students. Our goal is to apply these lessons more broadly to the postsecondary education and workforce systems. Any effort to close the “skills gap” and change the circumstances of those now left out of the economic mainstream—as well as reverse the negative impact on our overall economy—demands that we rethink the way we invest public resources, and learn from and expand proven programs and practices that work to enable students, youth, and adults from all backgrounds and all regions to succeed economically.

PHOTO BY
FAMILY INDEPENDENCE INITIATIVE



PART II: HOW TO CREATE CONDITIONS SO ALL ADULTS AND FAMILIES CAN THRIVE

LOW-INCOME PEOPLE, ESPECIALLY THOSE who live in persistently poor communities, experience worse outcomes than people with more resources in almost every area of life. Income correlates to assets, which are essential to a family's ability to seize opportunities and weather setbacks.

Given that the average family has less than \$9,000 in savings, and that research shows more than four in 10 American adults couldn't cover an unexpected \$400 expense, financial stability is out of reach for far too many. In addition, structural and systemic barriers, rooted deep in our nation's history, have stripped wealth from communities of color over time and contributed to a persistent racial wealth gap. These barriers intersect with barriers to wealth-building for women, who are more likely to be poor than men. And the cycle repeats itself: Adults who were poor during at least half of their childhood are 75 times more likely to be poor than those who were never poor as children.

Many efforts to end this vicious cycle provide fragmented and sporadic jolts of support without systemically addressing its root causes or valuing the strengths that families and communities possess. We are not making fast-enough progress to reduce the number of people living in poverty, or the number of places experiencing long-term, large-scale persistent poverty. But it doesn't have to be this way.

We can ensure that every family is able to secure what it needs to pursue its goals if we incorporate the lessons of America Forward organizations:

- **Recognize that people are the experts on their own lives**, including their goals and what they need to achieve them.
- **Examine the whole ecosystem**, imagining what the system looks like from the point of view of the community members looking for services and looking for ways that the system can counter racial and other biases that exacerbate glaring inequities.
- **Use technology, but stress the human touch**, understanding the power of technology to help people navigate a complex system, learn at their own pace with immediate feedback, and track data, as well as the caring, coaching, and social capital that come from people, not devices.
- **Partner across sectors to go beyond traditional approaches**, appreciating the value that peers, nonprofits, businesses, higher education institutions, volunteers, national service corps members, and others in the community offer.
- **Use data to track results and innovate to achieve better outcomes**, examining data to test approaches, and continuously innovate to increase their effectiveness.



POLICY PROPOSALS

23. Move 100,000 families out of poverty by investing directly in the initiative and strength of low-income families working toward economic mobility.

Test asset-focused strategies that enable families to work together to support each other in achieving financial and personal goals, with a nonprofit partner that provides information about available services, data and technology tools, and unrestricted financial seed capital.

24. Develop an inclusive workforce development strategy.

Address the racial, educational, and other barriers faced by people who are unemployed, or leave the workforce altogether, by:

- Reenvisioning the workforce development ecosystem and ensuring that it adequately serves all populations, including adults facing multiple barriers to employment, while responding to the needs of employers, including nonprofit organizations;
- Engaging in job creation, including both bridge-building jobs such as employment social enterprise and national service, and permanent positions with nonprofits;
- Creating supportive service pools that can be accessed by low-income people looking for—or training for—work, as well as workers who do not receive a living wage;
- Utilizing an equity-focused measurement system that tracks employment, earnings, and credential or degree attainment, as well as the progress of men and women, racial and ethnic groups, court-involved individuals, and other groups with systemic barriers;
- Removing the nearly insurmountable obstacles that returning citizens face when they seek to rebuild their lives after incarceration; and
- Piloting inclusive full-employment zones to demonstrate the power of these approaches.

25. Reinvest 50% of the “justice dividend” in communities.

Increase the safety and well-being of communities that have historically higher rates of arrests by investing funding saved due to criminal justice reforms in community-based organizations aimed at improving the safety and broader well-being of residents.

26. Create a Women’s Innovation Fund to create durable pathways into the middle class.

Address the barriers that women and single-parent families face through a fund that supports nonprofit-government partnerships aimed at aligning key services to improve economic, educational, health, housing, early childhood, and multigenerational outcomes.

27. Fund outcomes-based pilots focusing on the social determinants of health.

Invest in prevention-focused approaches to improve health outcomes, going beyond traditional programming to incorporate a broader range of strategies.

CONCLUSION

As a nation, we have missed an opportunity to invest directly in the initiative and strength of low-income families working toward economic mobility. A big part of this problem is the dual workforce development systems we have for people of privilege and people without financial means. We need an inclusive workforce development system that includes bridge-building jobs, removes barriers faced by returning citizens, and respects the goals of the people looking to improve their lives. It should simplify access to services, connect individuals to learning and jobs with potential, and remove the biases that keep whole categories of people from following their dreams. Finally, we must recognize that housing, health, transportation, education, and other factors that affect family well-being are deeply interconnected, and then look to place-based approaches with the potential to improve outcomes given these interrelated challenges.



PART III: HOW TO RESTORE BELIEF IN GOVERNMENT BY EQUIPPING REFORMERS TO DELIVER RESULTS

GOVERNMENT HAS THE POWER TO CHANGE LIVES. We see tremendous opportunities for the social entrepreneurs and systems innovators across the America Forward Coalition to partner with government agencies to rebuild and strengthen our social safety net and provide more effective and inclusive systems to unlock the productive potential of all people.

Unfortunately, we have a long way to go before this vision becomes reality. The complex set of government programs designed to fight poverty in America has, to date, not made sufficient progress. We see many reasons for disappointing results: Government programs focus on compliance, not outcomes; policymakers don't embrace the expertise of people closest to the problems they are trying to solve; programs support single-point solutions for multifaceted problems; and government officials face challenges that limit their ability to innovate.

It doesn't have to be this way.

By using evaluations and data to track what works, we can build evidence and actively manage performance to get better outcomes. By sharing data with community providers, we can empower them to get better results for the families they serve. We can drive greater resources toward what works best, while modifying and adapting those approaches as needed based on the unique customized needs of individual families and local communities. By enabling those closest to the people served to assemble benefits and services in ways that are easy to understand and access, we can achieve better results. And by recruiting a new generation of diverse talent to elected, appointed, and civil service positions, we can bring new perspectives and approaches to solving critical challenges.

We can strip away unnecessary program requirements that aren't tied to results, to make it easier for organizations to manage government funds while maintaining a critical focus on the most underserved and overlooked populations. Even better, we can acknowledge the larger ecosystem that affects outcomes, and call on public agencies to work in partnership with nonprofits and community-based organizations, as well as other government offices, businesses, and philanthropy. And we can tie public dollars to better outcomes, altering the way government agencies think about programs, de-emphasizing enrollment and requirement checklists, and focusing attention instead on whether lives actually improve.

POLICY PROPOSALS

28. Appoint leaders for innovation and inclusion in the executive branch.

Ensure that the White House and every governor have a chief social innovation officer to lead efforts to improve government through Pay for Success efforts, championing talent strategies including national service, dismantling barriers to equity across government, coordinating place-based initiatives, and developing cross-sector partnerships.

29. Value the expertise of underrepresented people.

Ensure the people whose lives are impacted by government programs are included, heard, and respected in the political and policymaking process.



30. Incorporate outcomes-based funding in every federal program.

Implement performance-based payments that are contingent on achieving measurable outcomes, not complying with rules or counting the number of people served, in every major formula and discretionary grant program.

31. Launch outcomes-based projects at the state and local levels.

Improve health, education, employment, and other outcomes for low-income people by developing collaborative models that combine funding streams and tie payments to results.

32. Support “social innovation zones.”

Building on existing place-based and results-focused efforts, provide funding for governor-designated zones of persistent poverty, combined with expert technical assistance and waivers to pool federal funding with fewer restrictions, based on community-designed plans.

33. Reframe the “future of work” discussion to include talent in the social sector.

Ensure a talent pipeline for the social sector to fill shortages, support quality and scale, and reflect the communities served by:

- Scaling national service for young adults;
- Targeting expansion of AmeriCorps to both fields likely to experience labor shortages and communities incorporating AmeriCorps into place-based initiatives;
- Incentivizing national service programs to incorporate the ability to earn workplace credentials or postsecondary credit;
- Expanding funding for AmeriCorps recruitment and technology solutions, to make it easier for corps members to find positions tied to their career goals;
- Increasing both AmeriCorps living allowances and Segal education awards, and making

them tax-free, to make it easier for low-income people to serve;

- Providing free college to financial aid-eligible students who commit to work in shortage social-sector fields or innovation zones and other underserved communities;
- Developing midcareer talent by opening up the constricted public-sector talent pipeline to entrepreneurs, innovators, disrupters, and those with relevant lived experience and proximity to major social challenges; and
- Supporting “encore” careers for adults over 50.

34. Scale high-impact organizations.

Provide growth capital to expand high-impact organizations that are central to helping government work better, enabling providers to achieve greater impact and deliver services directly. Strategies include building community-solutions tax credit on the Social Innovation Fund; creating new tiered-evidence and outcomes funds at both the federal and state levels; refunding and improving the Social Impact Partnership to Pay for Results Act (SIPPPRA); and providing bonus payments to nonprofit providers that achieve outcomes.

35. Expect more from the companies that do business with the government.

As the corporation social responsibility (CSR) movement grows, promote greater transparency regarding the companies that government does business with by making contractors and their CSR records easily accessible.

CONCLUSION

We can’t get the results we need, and that all people deserve, without a government that works for everyone. That government is within our reach—if we have the courage as a country to listen to and lift up the voices of all people; make the hard decisions to support what works based on data, not political expediency; and expect more from the companies, policymakers, and citizens that have the power to make the difference.

