

A VIRTUAL EVENT • INVITATION ONLY

## Why Investing in Two Generations = Community Impact

**October 16 • 10 am CT/11 am ET**  
**October 18 • 12 pm CT/1 pm ET**

*Join JP's Bridgespan advisors and our President and CEO for a conversation about JP's strategy to help change the conditions of economic mobility for 500,000 single moms, their children, and their communities—two generations at a time.*

Jeremiah Program

# Strategy Summary Overview & Discussion

October 16<sup>th</sup> & October 18<sup>th</sup>, 2024

# Overview

- Thank you for joining the virtual conversation about Jeremiah Program's strategy to build on its history and unique value proposition to reach its next level of impact – and to **impact the lives and communities of single moms and their children by changing the condition of economic mobility**
- In our time together, we will share an **overview of the strategy and situate it in the context** of other efforts, trends, and dynamics to improve education and economic mobility
- We also look forward to your questions and reflections as **continue to build our community of supporters and partners** and begin to **move from planning to implementation and action**
- While **there is no pre-reading required or expected**, we are sharing these materials in advance for those who would like additional time to read and reflect

**We are unrelenting in our support of single moms to drive investments in key economic mobility levers for:**

**themselves**

**their children**

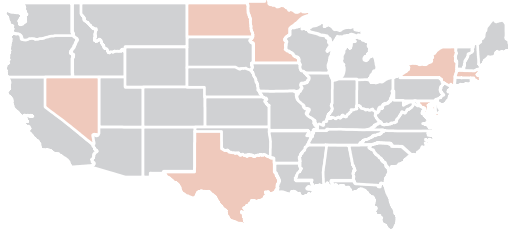
**their communities**

**...disrupting generational poverty at three levels.**

**In the coming years, JP will increase investment in talent, technology and data infrastructure to fuel our Do. Foster. Influence. framework.**

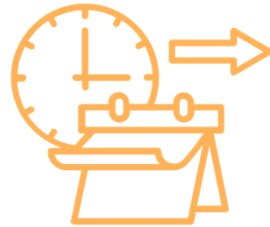
# Our strategy builds upon our unique value proposition

JP's geographic footprint reflects the diversity of America



The voices we amplify are proof points of community possibility across geographic, political, and cultural contexts.

Working with adult women and their young children at key inflection points



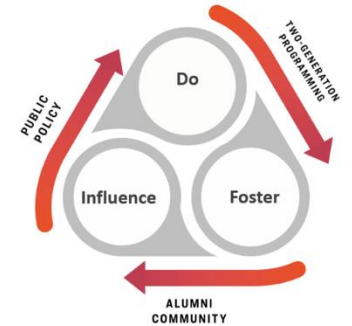
JP alumni are powerful, passionate, and poised to make change for themselves, their families and their community.

We build an enduring JP network with the support of community partnerships



JP families have access to the resources they need to run the marathon of economic mobility, not just reach milestones.

We are building a flywheel of “Do, Foster, and Influence”



We invest in moms we serve directly and change conditions for those who share those identities, but we may never meet.

# Five priorities frame this plan

- ① Build year-round **alumni programming** that leverages the power of JPs alumni community to advance solutions that support economic mobility and disrupt generational poverty
- ② Amplify the **stories** of JP families and champion the **disaggregation** (e.g., race, gender, parental status) of data to change narratives about economic mobility and generational poverty
- ③ Strengthen the **core programming** across our five pillars by leveraging JP learnings and family insights
- ④ Create a **holistic impact measurement approach** to drive a culture of curiosity to share insights internally and externally within JP communities
- ⑤ Build a **development program** that leverages and fuels JP's strategic investments and expansion



# Strategic commitments will bring each priority to life

Strategic Priorities	Strategic Commitments
1 Build year-round <b>alumni programming</b> that leverages the power of JP's alumni community to advance solutions that support economic mobility and disrupt generational poverty	<ul style="list-style-type: none"><li>• Establish regional alumni chapters with stipends for JP alumni officers to effect change in their communities</li><li>• Build a JP mobile app that leverages AI to share resources and connect alumni with each other and current moms</li><li>• Design and pilot a loan fund for JP alumni and additional partnerships to invest in key economic mobility milestones for their families (e.g., down payment resulting in lower interest rates; security deposit for better school district)</li></ul>
2 Amplify the <b>stories</b> of JP families and champion the <b>disaggregation</b> (e.g., race, gender, parental status) of data to change narratives about economic mobility and generational poverty	<ul style="list-style-type: none"><li>• Build the technical systems and processes to support democratizing storytelling among JP families/alumni, providing a direct route for moms to elevate their stories on issues they care most about</li><li>• Strengthen the capacity of JP leadership to champion disaggregating data (e.g., by gender, race, and parenting status) to illuminate the disparities experienced by single moms and their families</li></ul>
3 Strengthen our <b>core programming</b> by leveraging JP learnings and family insights	<ul style="list-style-type: none"><li>• Expand our data-driven framework and process that draws on JP learnings and family insights for ongoing improvement of our core programming across the five pillars (college access &amp; career support, quality early childhood education, safe &amp; affordable housing, E&amp;L and career training, and supportive community)</li><li>• Ensure smoother transitions for moms and kids across the full JP journey from E&amp;L through joining the alumni community</li></ul>
4 Create a <b>holistic impact measurement approach</b> to drive a culture of curiosity to share insights internally and externally within JP communities	<ul style="list-style-type: none"><li>• Build the technology, team processes, systems, and professional habits to measure impact and surface/apply insights that benefit larger the JP geographic community</li><li>• Publish JP's insights and learnings about issues impacting JP families and solutions</li></ul>
5 Build a <b>development program</b> that leverages and fuels JP's strategic investments and expansion	<ul style="list-style-type: none"><li>• Strengthen infrastructure at the regional and national levels to attract and inspire champions committed to systems change (e.g., gender equity, economic mobility, and generational poverty) and raise both private and public dollars</li><li>• Invest in continuing education for JP leaders and board members to increase their knowledge, capacity, and effectiveness in enlisting prominent champions</li></ul>

# ① Build year-round **alumni programming** that leverages the power of JP's alumni community to advance solutions that support economic mobility and disrupt generational poverty



## Why this priority

- Alumni expressed interest in extending **the sisterhood of JP** as they navigate the marathon of economic mobility, which includes both milestones and challenges.
- Alumni themselves are **best positioned to inform the design of supports** for themselves and moms who will come after them. Fellows also highlighted opportunities where Alumni can specifically engage around graduations, mentorship.
- In this plan, we will build on our recent efforts around alumni community (e.g., Summit, JP Fellows, alumni census) to create a **deeper, year-round network of alumni who engage in-person and digitally** that support alumni efforts to make changes for themselves and their communities. ~60% of alumni have engaged in the last three years, indicating interest in staying connected to JP and one another.

\*Starting estimate to be refined



## What we aim to see after 3 years

- We have established **regional alumni chapters** comprised of  $\geq 60\%$ \* engaged and active alumni and led by alumni officers receiving stipends for dedicated work (e.g., 4-5 hours per week) to effect change for themselves and their communities
- Throughout the year,  $\geq 75\%^{*1}$  of JP alumni and current JP moms are **gathering and connecting** across regions to share resources leveraging JP's AI mobile app (e.g., housing/rental opportunities; scholarship/fellowship applications; jobs/internships; relevant legislation-child tax credit/student debt relief opportunities)
- We are piloting a framework to invest in JP alumni family's economic mobility milestones through accessing low-interest alumni **loan fund**
- Current moms have formal opportunities and tools to **learn from JP alumni**, who share their personal and professional experiences, in turn improving their own engagement upon graduation



## Commitments & potential investments

- In this strategic plan, we **commit** to:
  - Establishing regional alumni chapters with stipends for JP alumni officers
  - Build a JP mobile app that leverages AI to share resources and connect alumni with, each other and current moms
  - Explore partnerships to create a loan fund for JP alumni to invest in key economic mobility milestones for their families (e.g., down payment resulting in lower interest rates; rental security deposit for better school district)
- **Potential investments** might entail:
  - Programming budget for alumni gatherings
  - Stipends for alumni officers
  - Cost of administering alumni loan fund
  - Product Team to build and manage app (*shared with priority 4*)
  - Additional staff to support regional alumni chapters, new programming and growing community



## ② Amplify the **stories** of JP families and champion the **disaggregation** (e.g., race, gender, parental status) of data to change narratives about economic mobility and generational poverty



### Why this priority

- Today, our society upholds many **false, harmful narratives** about single moms and generational poverty; and frequently barriers to economic mobility are ignored
- **Movements** throughout history have shown that by investing deliberately in changing narratives, we unlock the potential to change norms, practices, policies, systems, and distributions of power in the long term
- In this plan, we will center the **experiences of single moms** and their children to change narratives by amplifying the stories and voices of JP families and championing data reflects their experience (i.e., is disaggregated by gender, racial, and parental status)



### What we aim to see after 3 years

- JP moms, alumni, and other stakeholders are regularly **sharing their stories**
- We are participating in local and national **spaces and conversations** focused on issues that impact single moms and their children (housing, education, etc.)
- National outlets are reflecting the **perspective of single moms** (e.g., publishing a ranking of the “Best Cities for Single Moms”)
- In those spaces, our leadership is successfully continually championing **data disaggregated by gender, race, and parental status**
- Because of this shift, coalitions begin to **structure resources** to serve families with single mothers (e.g., rather than just families with two parenting individuals)



### Commitments & potential investments

- In this strategic plan, we **commit** to:
  - Build the technical systems and processes to support democratized storytelling among JP families/alumni, providing a direct route for moms to elevate their stories on issues they care most about
  - Strengthening the capacity of JP leadership to champion disaggregating data (e.g., by gender, race, and parenting status) to center the experience of single moms and their families
- **Potential investments** might entail:
  - Internal and external communication capacity to reach broader audiences
  - Chief External Affairs Officer who oversees and integrates development, public policy, alumni and marketing/communications (*investment supports Priority 5 as well*)
  - Additional Staff focused on building pipeline to support moms’ storytelling, marketing, and strong relationships with key outlets
  - Communications training for EDs to transform narratives and champion disaggregated data in their communities

### 3 Strengthen our **core programming** by leveraging JP learnings and family insights



#### Why this priority

- The strength of our direct programming across our five pillars – **the “Do” – fuels Foster and Influence**
  - The five pillars of **college access & career support, quality early childhood education, safe & affordable housing, E&L and career training, and supportive community** remain foundational to a JP family’s journey to economic mobility
- In this plan, we will continue to strengthen our data driven approach to direct service programming in each of the five pillars to ensure JP moms and children have the support, resources, training, and community needed to **smoothly transition into being alumni and continue their journey to economic mobility**



#### What we aim to see after 3 years

- We use data on the family experience, family insights and JP learnings to **continuously improve** our work across our five pillars, strengthening existing and introducing new elements to our core programming
  - *While specific ways to strengthen programming would be driven by family insights, see the following page for examples of what that might look like*
- JP moms and kids are **robustly supported** across the five pillars and their transitions across the full journey, from E&L to into becoming alumni
  - *Doing so will also lead to increased alumni engagement for graduating JP moms*



#### Commitments & potential investments

- In this strategic plan, we **commit** to:
  - Building a data-driven framework and process for ongoing improvement of our core programming across the five pillars drawing on family insights
  - Ensuring smoother transitions for moms and kids across the full JP journey from E&L through joining the alumni community
- **Potential investments** might entail (to be refined):
  - *Note: see next slide for detail*
  - Ensuring JP families (alum and current) are accessing all eligible state/federal resource benefits to leverage their income
  - Designing and implementing civic engagement and leadership development curriculum for JP Moms and alumni
  - Funding for alumni induction rituals
  - Counselors/therapists to provide trauma-informed supports for families and training for staff

### ③ Specific goals for core programming across each of the five pillars would be driven by family insights

/ ILLUSTRATIVE

	Personalized coaching supports JP's holistic, two generation model	College Access & Career Support	Quality Early Childhood Education	Safe and Affordable Housing	Empowerment, Leadership & Career Training	Supportive Community
What success for this pillar might be	<ul style="list-style-type: none"> <li>Moms increasingly report greater sense of agency, choice and breathing room</li> <li>Moms have better mental health and fewer crises</li> </ul>	<ul style="list-style-type: none"> <li>JP understands and influences factors that increase persistence</li> <li>The JP systems are in place to gauge family income, debt and savings participation</li> </ul>	<ul style="list-style-type: none"> <li>JP families are selecting our CDCs at high rates</li> <li>CDC graduates enter kindergarten ready to learn</li> <li>JP is accessing and influencing Head Start funding and partnerships that impact both res./non res. JP cities.</li> </ul>	<ul style="list-style-type: none"> <li>In non-residential cities, more JP moms have access to stable and affordable housing through JP public/private partnerships</li> </ul>	<ul style="list-style-type: none"> <li>JP moms understand how to influence systems that impact them and are ready to exercise their voices</li> <li>JP moms are registered voters, serve as community leaders, (e.g., school board and PTA president)</li> </ul>	<ul style="list-style-type: none"> <li>JP moms feel a greater connection to the JP community and sisterhood</li> <li>JP moms experience seamless and supported transitions into the alumni community</li> </ul>
What JP might invest in/build <i>To be developed and refined continuously as we learn about the family experience</i>	<ul style="list-style-type: none"> <li>Provide training and Professional Development for coaches</li> <li>Establish a cohesive coaching curriculum and rubric</li> </ul>	<ul style="list-style-type: none"> <li>Build mentorship program between JP moms and alumni</li> <li>Support JP families in leveraging their income by accessing all qualified state/federal resource benefits (shown to improve graduation rates and college retention and reduce debt)</li> <li>Savings tools and coaching for moms</li> </ul>	<ul style="list-style-type: none"> <li>Pilot Head Start partnerships</li> <li>Build trauma-informed supports for JP kids</li> <li>Build process for connecting with families after kids leave CDCs</li> <li>Establish programming for older JP kids and help families navigate school systems (e.g., special needs resources)</li> </ul>	<ul style="list-style-type: none"> <li>Actively invest in public/private partnerships to build and manage housing for JP moms in non-residential cities</li> </ul>	<ul style="list-style-type: none"> <li>Develop, pilot, and implement civic engagement and leadership development curriculum</li> </ul>	<ul style="list-style-type: none"> <li>Foster stronger community-building activities for moms and alumni, particularly for key moments in moms' journeys, such as graduation</li> <li>Dedicate procedures, staff capacity, and resources for consistently smooth transitions into the alumni community</li> </ul>

## ④ Create a **holistic impact measurement approach** to drive a culture of curiosity to share insights internally and externally within JP communities



### Why this priority

- Measuring impact tied to key outcomes will enable us to **learn continuously** from our work, adapt to **increase impact**, and **communicate** our impact to funders, peers, and partners
- In this plan, we will fuel a culture of continuous learning and improvement and communicate our impact internally and externally.



### What we aim to see after 3 years

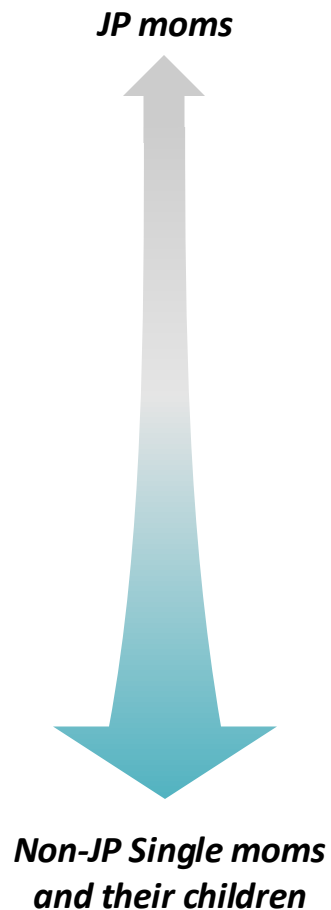
- We have clear data gathering **systems and processes** in place to track a wider set of impact measures in real-time and longitudinally.
- Across the organization, our staff and leaders are **excited and equipped** to readily access and use data to continuously adapt their work as they learn
- We have published 2-3 additional **reports** on insights from its work that tie directly to our impact goals (e.g., on the impact of 2Gen programming on economic mobility, or the power of centering the voices of JP Fellows in fostering policy change)
- External stakeholders like funders and coalition partners hold JP in high regard for our impact and amplify our insights.



### Commitments & potential investments

- In this strategic plan, we **commit** to:
  - Building the technology, team processes, systems, and professional habits to measure impact and surface/apply insights that benefit larger the JP geographic community
  - Publishing JP's insights and learnings about issues impacting JP families and solutions
- **Potential investments** might entail (to be refined):
  - Consultant support to design impact measurement system (e.g., Project Evident)
  - New Product and Data staff capacity (shared with Strategic Priority 1)

# Our impact goals inform what we will measure in this plan



## Impact Goals

- **Moms** have **agency, pride, and belonging** necessary to author their own path to thriving
- **Families across two generations** successfully undertake the **marathon of economic mobility**
- **JP alumni communities make change locally** as they tackle the micro- and macro-injustice that sustain generational poverty
- **Narratives** about single mothers are transformed and misconceptions about poverty are corrected
- **Societal conditions** (including policies, practices, and distributions of power) no longer uphold generational poverty for single moms and their children

# By 2027, we'll see an exponential expansion of JP's reach and impact

## Actively supporting 4,600 current and alumni moms and children

66% growth since 2023, including more than doubling the alumni community

~1050 current moms<sup>1</sup>

~600 alumni moms<sup>2</sup>

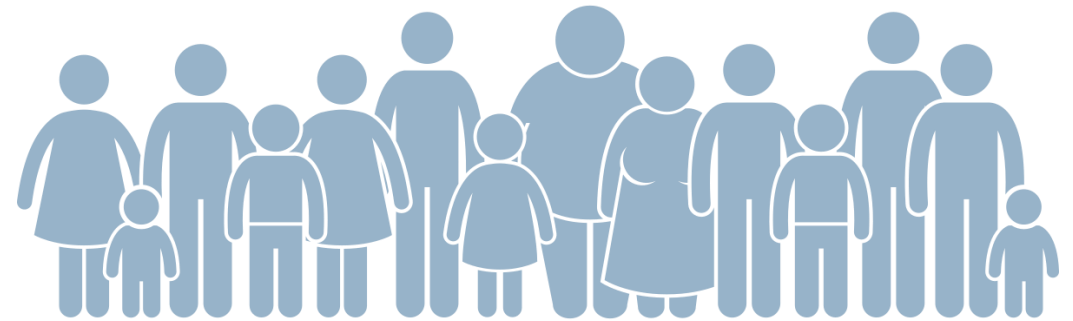
~1750 children of current moms<sup>3</sup>

~1200 children of alumni moms<sup>3</sup>



## Building the foundation to change conditions for 500,000 single parents and their families<sup>4</sup> experiencing poverty that we may never meet

We anticipate that our advocacy for JP families can drive investments for key economic mobility levers for ~25% of single parents – beyond JP families - living in JP communities at or below the poverty line. For example, an increase in stable and affordable housing and childcare options; and investments in the supports needed for student parents to persist and graduate college at higher rates.

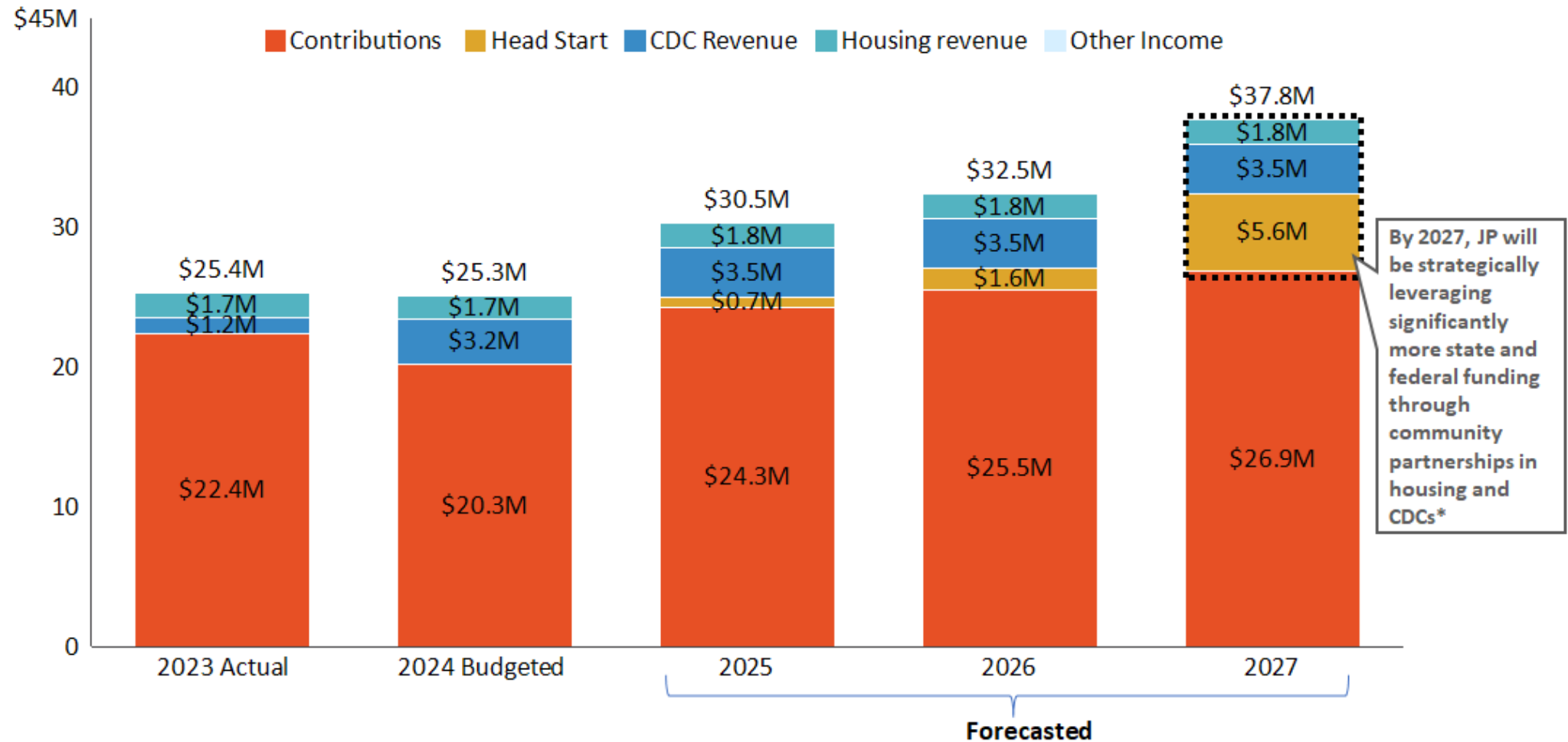


Note: For reference, in 2023, JP served 722 moms, 1213, children, 275 alumni, and 550 children of alumni children (estimated as two children per alumni mom). For detail on calculations: 1. Current moms =  $[20 * (\text{\# of coaches}) + 5] + \text{\# of moms who either exited or opted out of the full programming}$ . 2. Current alumni moms =  $275 (\text{alumni to date}) + .37 (\text{graduation rate}) * 865 (\text{total number of JP moms who started in years 2020-2023})$ . 3. ~1.6 kids per current JP mom and ~2 kids per alumni mom (JP Census Data & JP Family Projections Data). 4. American Community Survey S1701 (2020) – Poverty Status in the past twelve months (total under poverty line in JP cities ~2.1M); For Brooklyn campus, used population for New York City. For recent research on the impact of changing outcomes of community members/leaders on the community overall, see research by Raj Chetty (e.g., as published in [Wall Street Journal 2024](#))



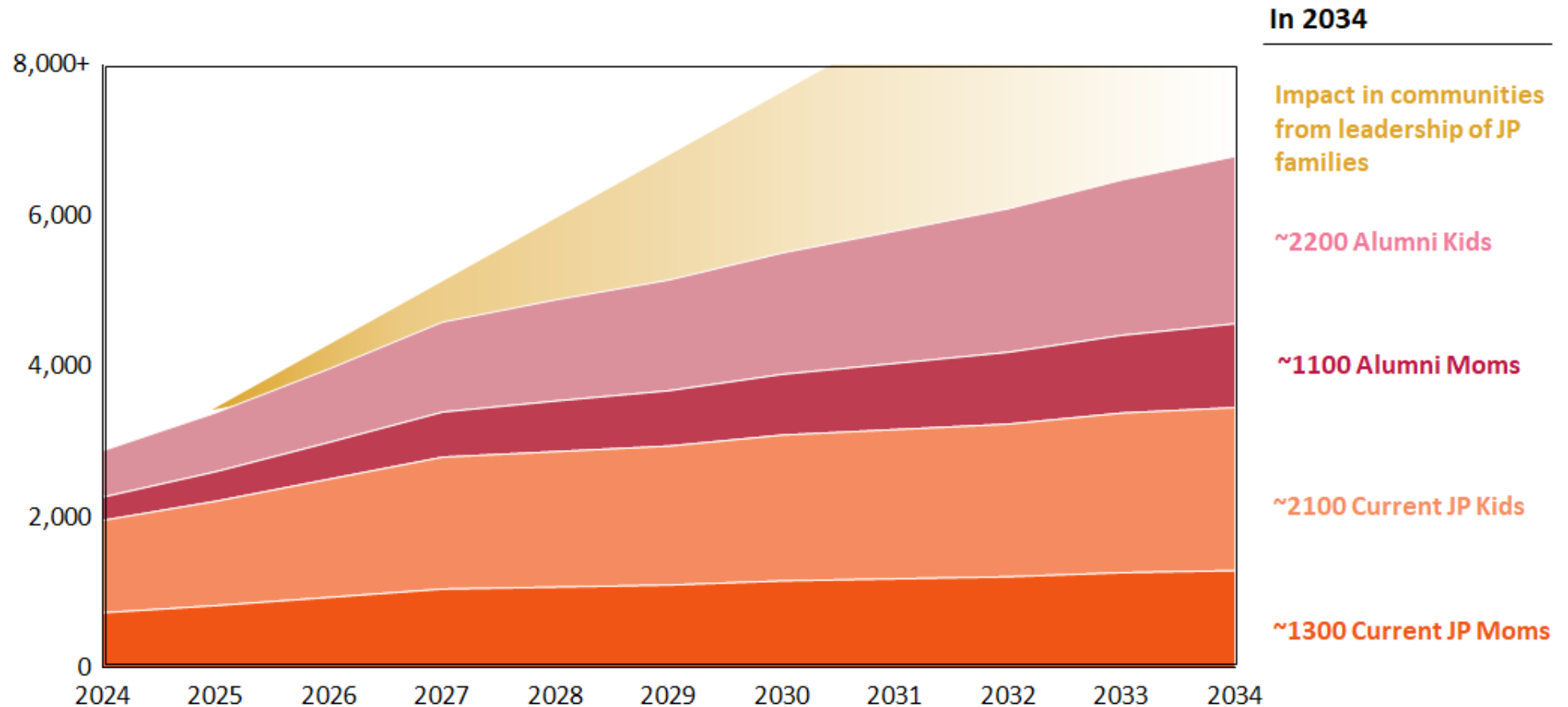
# To support growth and evolution, JP will tap new sources of revenue and grow contributions...

Projected Revenue (Moderate Scenario), 2023-2027



\*Head Start funding is entirely from government. Housing and CDC Revenue is primarily government funding but does include some other sources of revenue: 15% of CDC revenue is payment from families and ~30% of housing revenue is rent from families.

... setting JP on a 10-year trajectory to transformative impact of nearly 7,000 JP moms and kids per year



This captures a preliminary projection of the growth that is possible if JP continues its current trajectory with only limited new opportunistic growth. If JP invests more significantly in expansion after this plan period, growth would be substantially higher.

# Appendix

# About The Bridgespan Group



The Bridgespan Group is a global nonprofit organization that collaborates with mission-driven leaders, organizations, and philanthropists, **to make the world more equitable and just**. We bring a rigorous approach, shared passion, and deep social sector experience.

The “bridge” in Bridgespan denotes our **fundamental commitment serve as a bridge** between social and business sectors, funders and grantees, and ideas and practice—we engage across sectors, fields, organizations, and ideas.

- Offices in Boston, Johannesburg, Mumbai, New York, San Francisco, and Singapore
- ~400 staff
- 2,000+ client engagements
- Launched in 2000, incubated at Bain & Company



# The Bridgespan Team



**Butch Trusty,**  
**Partner**

Butch Trusty is a partner in Bridgespan's New York office and co-leads the firm's education area of expertise. Since joining the organization in 2008 and rejoining in 2018, he has led client engagements with a range of nonprofit and foundation clients, particularly those focused on educational equity, economic mobility, advocacy, and place-based change. Butch also has supported local and national multi-donor funds investing in academic acceleration, mental health supports, talent pipelines, and new school creation in urban school districts. His clients have included, among others, Charter School Growth Fund, Youth Guidance, NAF, Alliance for Safety and Justice, GLAAD, Black Economic Alliance, and the local chapter of a national civil rights organization seeking to develop a citywide strategy to improve economic mobility of Black residents.



**Kat Kaufmann,**  
**Partner**

Kat Kaufmann is a partner in Bridgespan's Boston office, where she co-leads the early childhood area of expertise. Kat brings personal passion to her professional work, which centers on building systems of care for our youngest children and their families. She aims to catalyze trajectory-setting investments in caregiver wellbeing and growing bodies, brains, and relationships from an early age. Since joining Bridgespan over 18 years ago, Kat has worked with a variety of nonprofit and philanthropic clients, specializing in nonprofit strategy and funder collaboratives, in addition to her focus on early childhood. Her clients have included, among others, All Our Kin, Generation Hope, HealthySteps, ChildFirst, 10,000 Women, the J.B. and M.K. Pritzker Family Foundation, the Pediatrics Supporting Parenting Initiative, and the Pritzker Children's Initiative. She also partnered with four foundations to establish a national early childhood funder collaborative to structure breakthrough investments in kindergarten readiness.