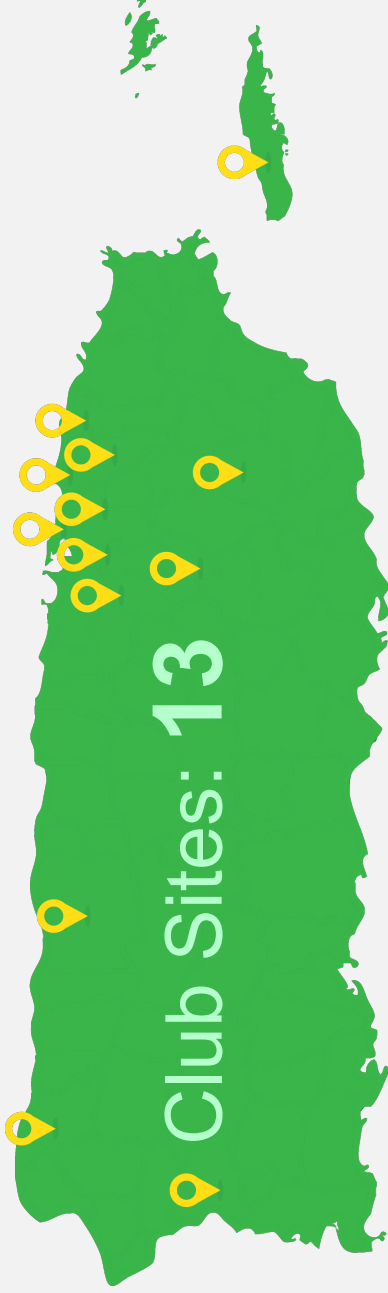


BOYS & GIRLS CLUBS OF PUERTO RICO
RESILIENT REGIONAL WORKFORCE DEVELOPMENT HUBS



BOYS & GIRLS CLUBS
OF PUERTO RICO



STAFF: 298



PARTICIPANTS:

18,419



REVENUES:

\$9,507,514



MEJORES PATRONOS

PUERTO RICO



PROBLEM



BOYS & GIRLS
OF AMERICA

<http://www.empedia.com/forum/threads/2822-Puerto-Rico>

BOG-PR-CO-INDENT-1A-1-2011



+/-
40%

job participation



58%
of children
under the
age of 18 live
below poverty level



42%
adults live
below
poverty level

CURRENT LANDSCAPE

Academic Support

9 out of 10 public schools in PR do not achieve academic expectations.

BGCPR's Educational Program served over 3,744 participants.

98% was promoted to the next passing grade.

60% achieved good academic performance (A & B)

70% of students k-3 are at grade reading level.

Student proficiency level in math is one of the lowest, ranking 61 out of 66 Countries that participated in PISA tests in 2012. -- Program for International Student Assessment
67% of public school students in Puerto Rico are not proficient in Math.

BGCPR's Results:

62% had an academic performance of A & B's in math.

58% had good performance in math diagnostic tests.

55% of Puerto Rico public school students are not proficient in English.

60% Achieved good academic performance in English (A & B's).

97.7% of students in public school system are economically disadvantaged.

Post-Secondary Support

15.2% of women who gave birth (Ages 15 to 50) did not have a High school diploma. Table B13014, American Community Survey, American Fact Finder, US Census Bureau.

40% of BGCPR participants parents only have a high school diploma; 10% did not complete high school.

Educational attainment in population of 25 years and over

- 17.5% has less than 9th grade
- 9.5% has 9th to 12th grade with no diploma
- 27.1% has a High School Diploma
- 12.5% has some college, no degree
- 9.3% has an Associate's Degree
- 17.4% has a Bachelor's Degree
- 6.7% has Graduate or Professional Degree

Table S1501, American Community Survey, American Fact Finder, US Census Bureau.

48% of people between ages 18 to 24 are enrolled in a university or graduate school.

99% of BGCPR participants completed high school and 86% continued post-secondary education.

37% college graduation rate in Puerto Rico. 36% of students drop out of college in Puerto Rico. - Consejo de Educación de PR

59.2% college graduation rate in the United States. National Center for Education Statistics (NCES)

Entrepreneurship

Approximately 7,630 youth between 16 and 19 years old are not enrolled in school and are unemployed.

11,092 of youths between 16 and 19 years old are not enrolled in school and have not finished their high school degree. -Table B14005, American Community Survey, American Fact Finder of the US Census Bureau.

Poverty rate for the population 25 years and over by Educational attainment

- Less than High school graduate: 62.8%
 - High School Graduate: 47.2%
 - Some College or Associate's Degree: 34.4%
 - Bachelor's Degree or higher: 14.1%
- Table S1501, American Community Survey, American Fact Finder, US Census Bureau.

27% job participation in youth between ages 16 to 24 vs. 60% in U.S. - U.S. Labor Statistics Bureau, P.R. Department of Labor

8.5% early stage entrepreneurial activity rate in Puerto Rico vs. 11.9% in U.S. - Global Entrepreneurship Monitor, GEM Report 2015-16

Career

Analysis and economists concluded that low academic performance of Puertorrican students has direct impact in the kind of employment that they can acquire, and the slow economic development of the Island. --Human Capital and Education in Puerto Rico', by [Federal Reserve Bank of New York Liberty Street Economies](#).

Puerto Rico is the jurisdiction with the highest poverty rate. American Community Survey, American Fact Finder of the US Census Bureau

58% of all children in Puerto Rico live below poverty level. - Kids Count 2014

89% of BGCPR's participants live below poverty level

\$20,500 is the average annual income of families with children under 18 years old in Puerto Rico, American Community Survey, American Fact Finder of the US Census Bureau

81% of families served by BGCPR have a family income of \$15,000 or less.

20% of families with underage children have at least one parent unemployed; Puerto Rico being the second jurisdiction with the highest index. American Community Survey, American Fact Finder of the US Census Bureau

Family Support

37% of the population in PR receives Supplemental Nutrition Assistance Program (SNAP).

36% of unemployed women in PR. are householders

80% of BGCPR's participants householders are female

18% have a family composition of 5 or more

46% of grandparents that live with their grandchildren are in charge of their basic needs

2% of BGCPR's participants live with their grandparents

51.7% of children live in a single parent household. [2009-2013]



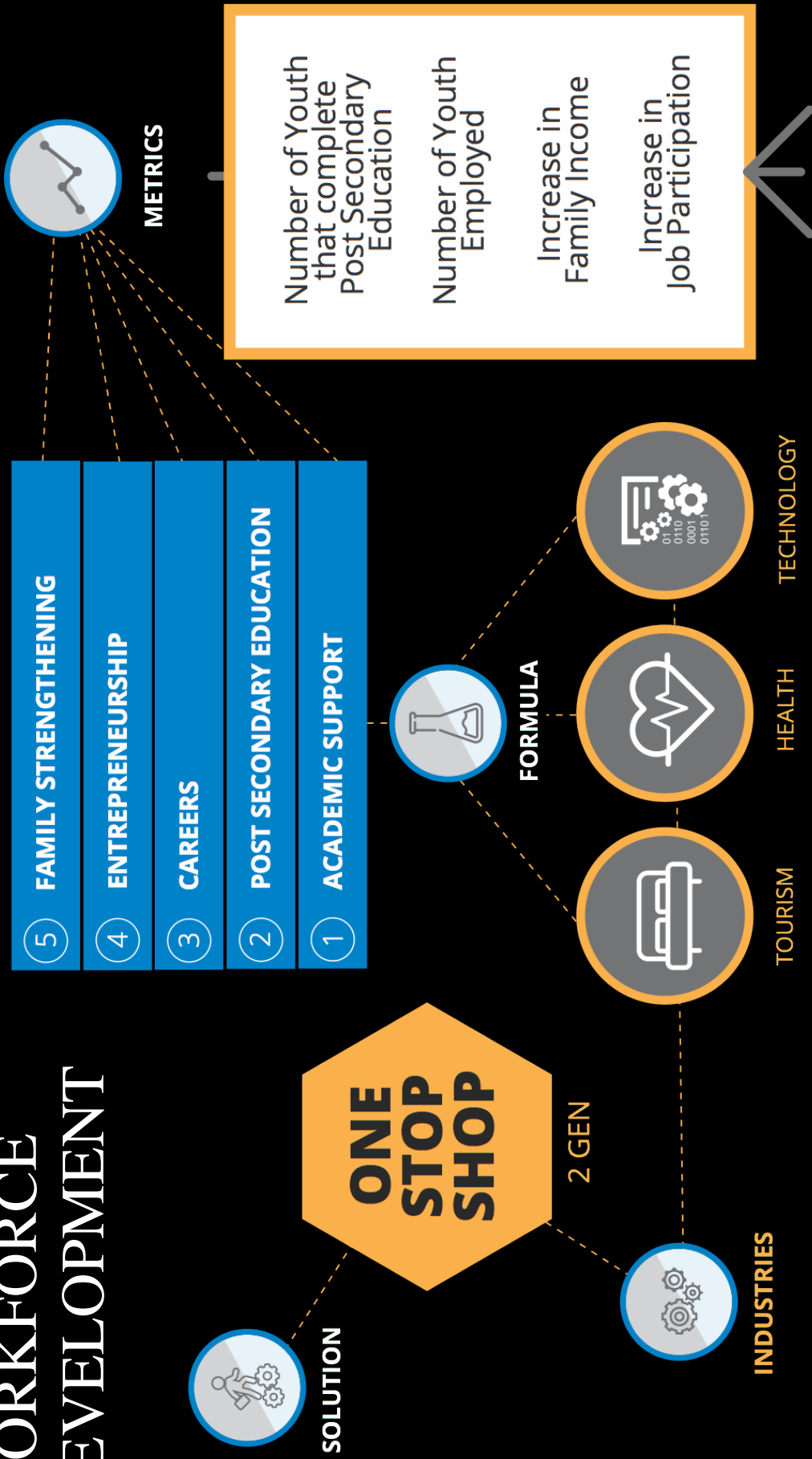
BOYS & GIRLS CLUBS
OF PUERTO RICO



SOLUTIONS



WORKFORCE DEVELOPMENT



TOURISM



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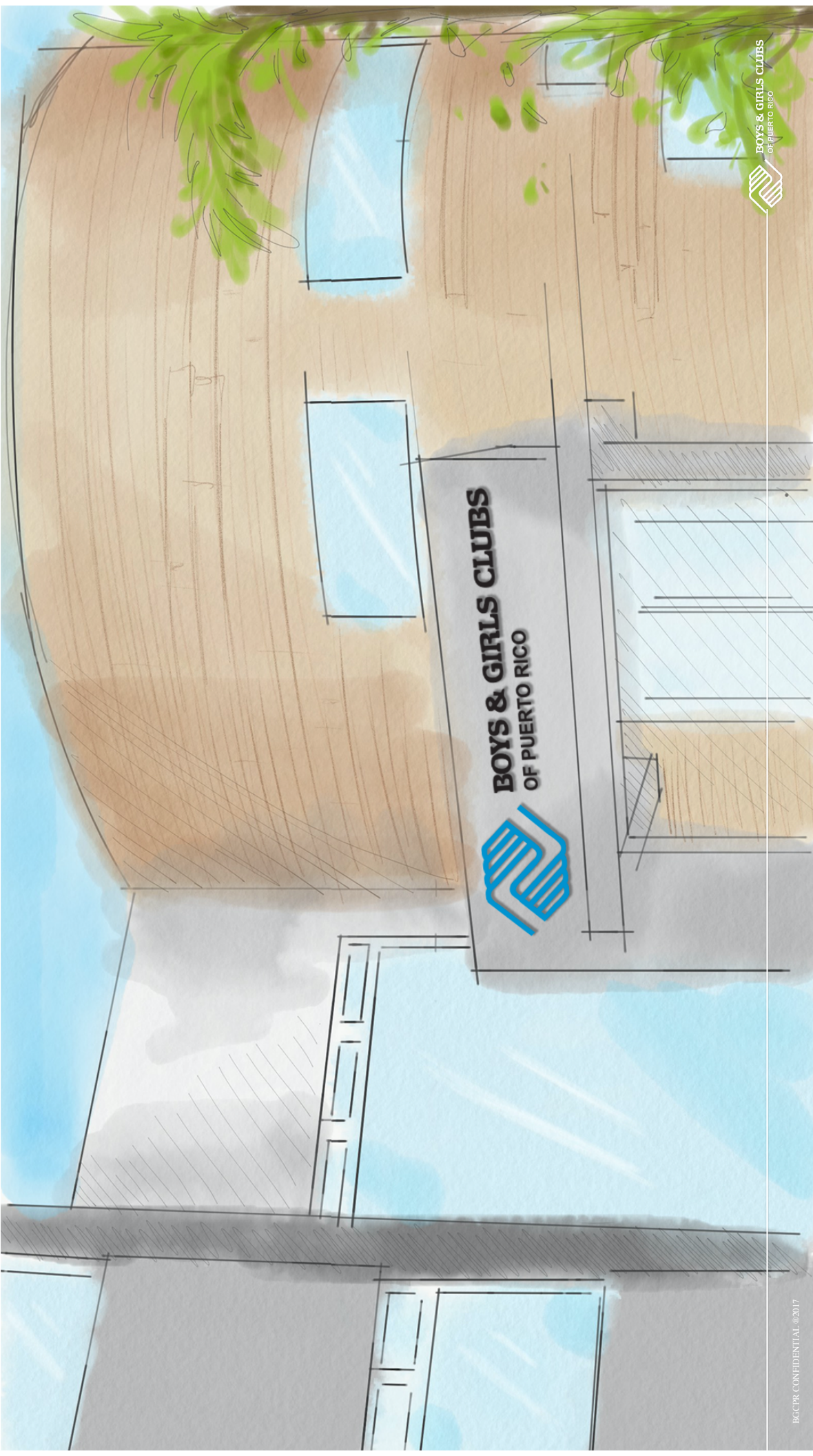


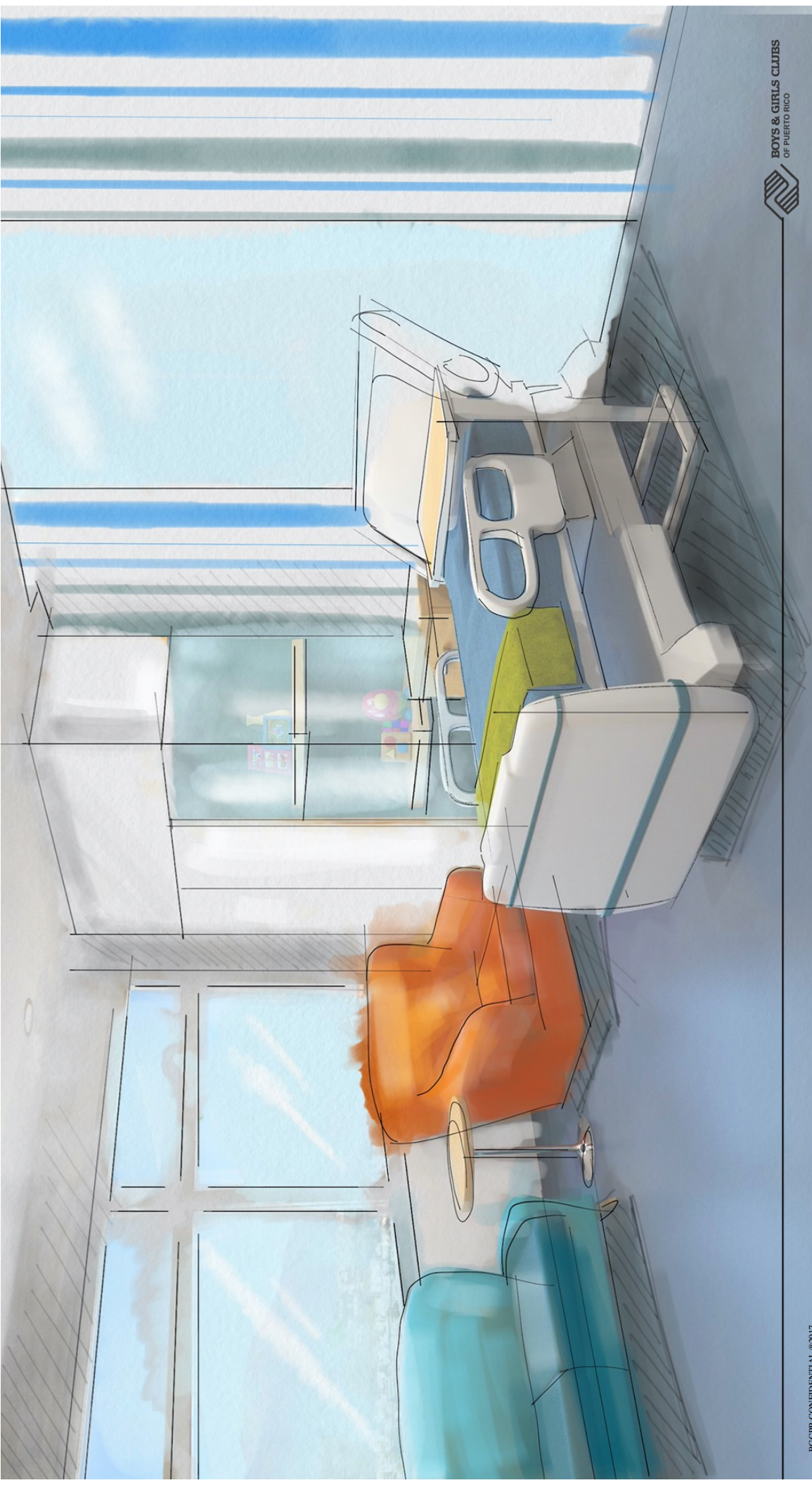


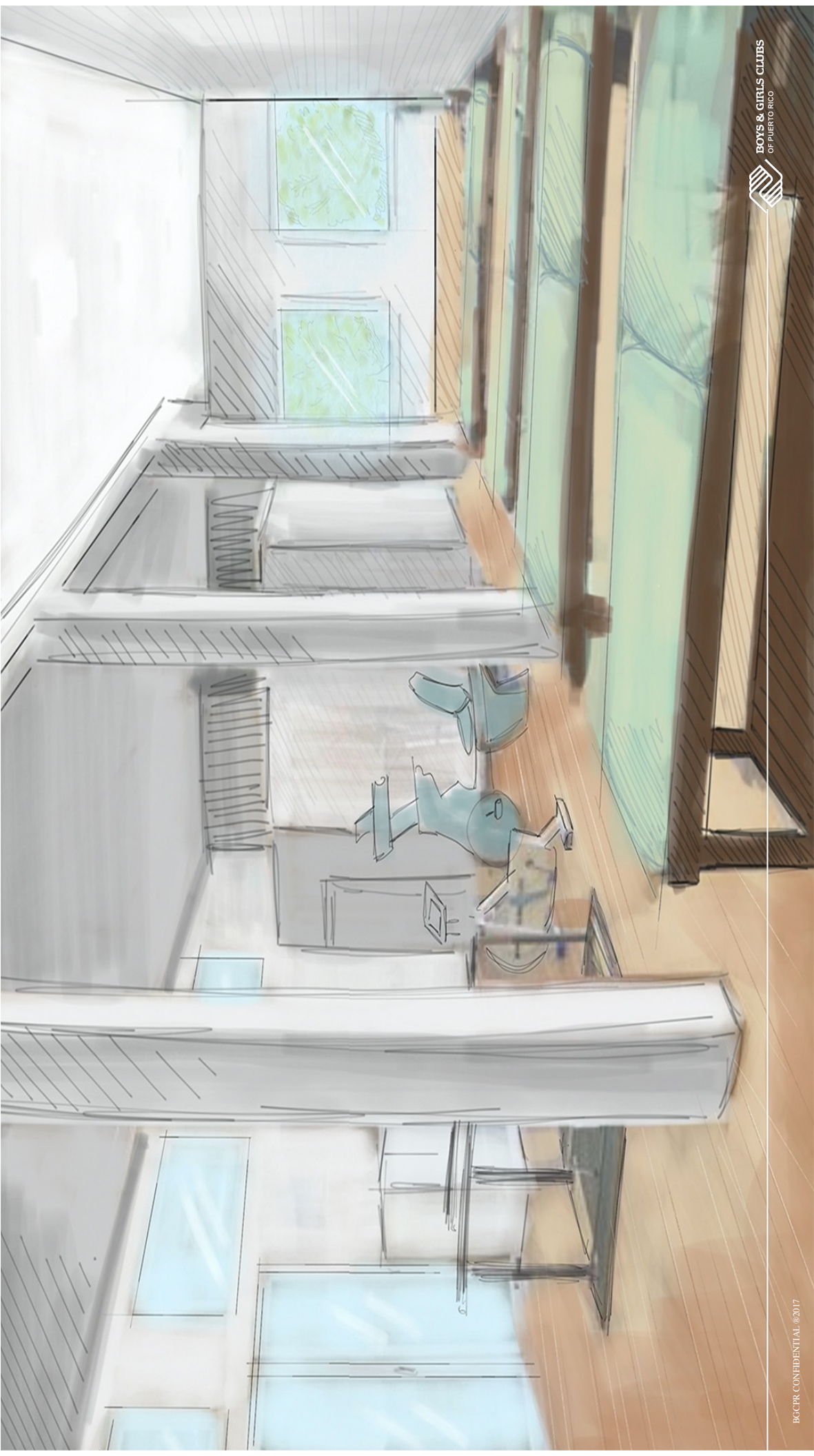
HEALTH



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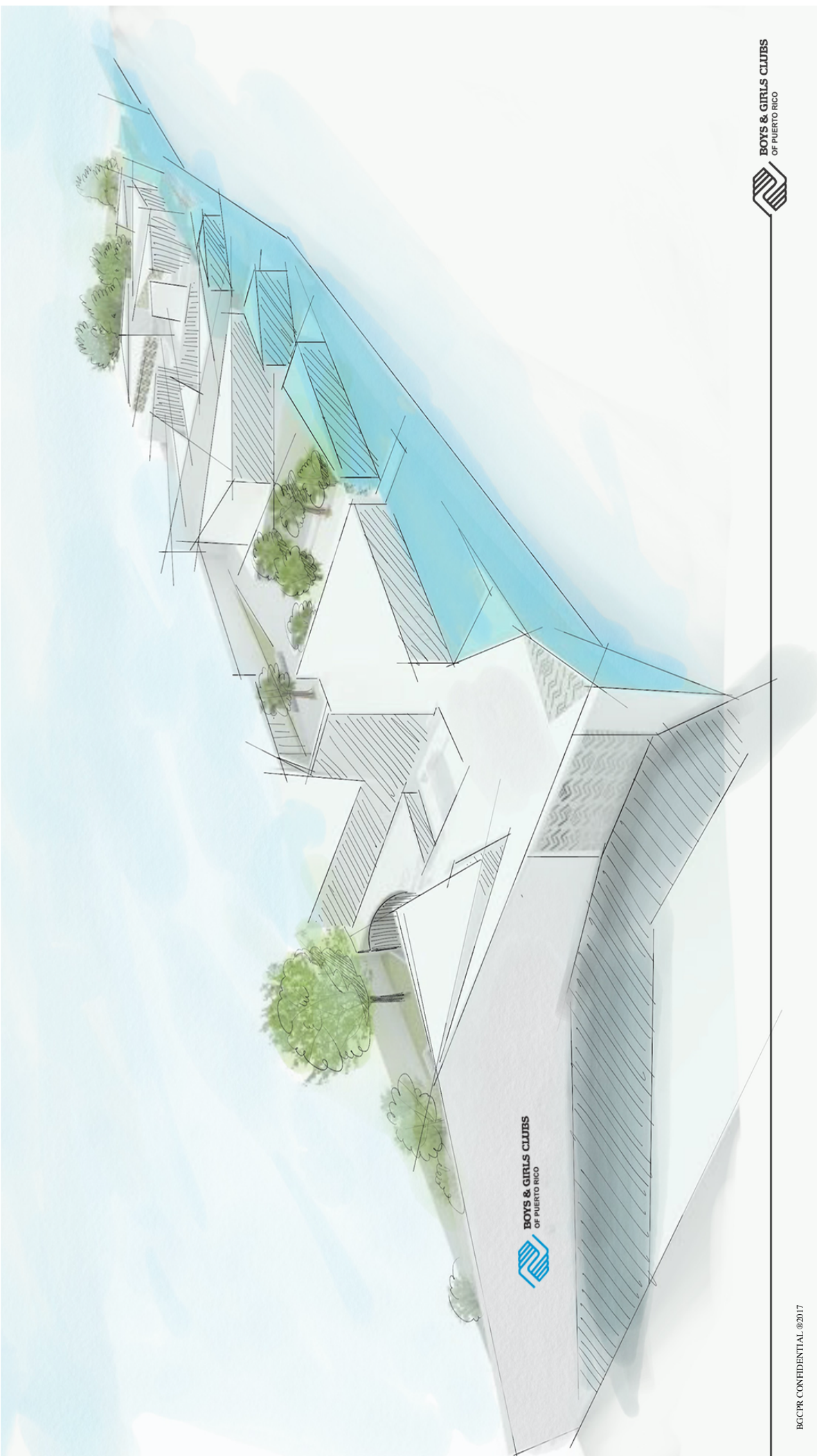
TECHNOLOGY

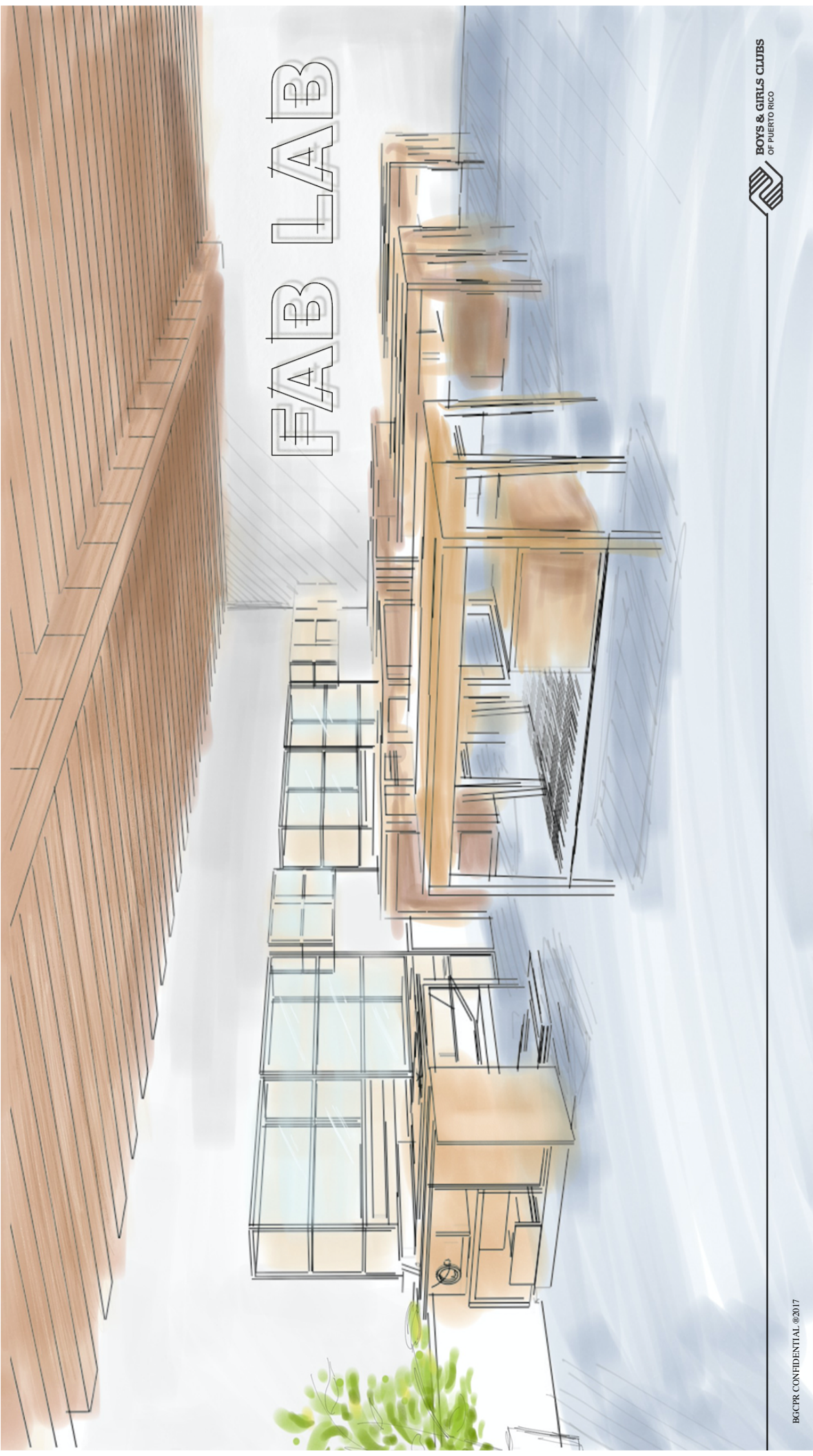


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OF PUERTO RICO

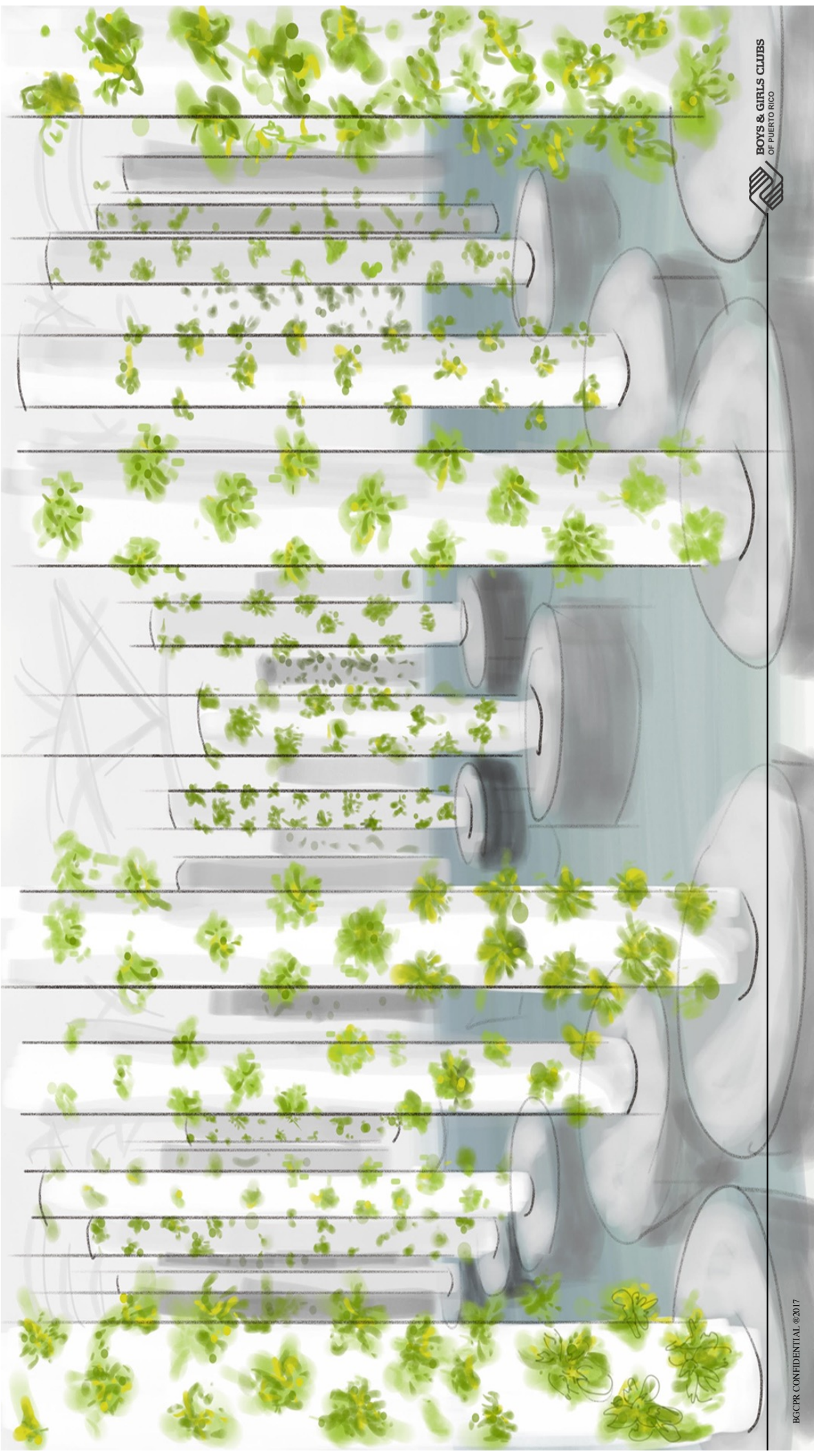
82% OF MILLENNIALS

Believe that workplace technology would influence them when deciding to accept a new job.

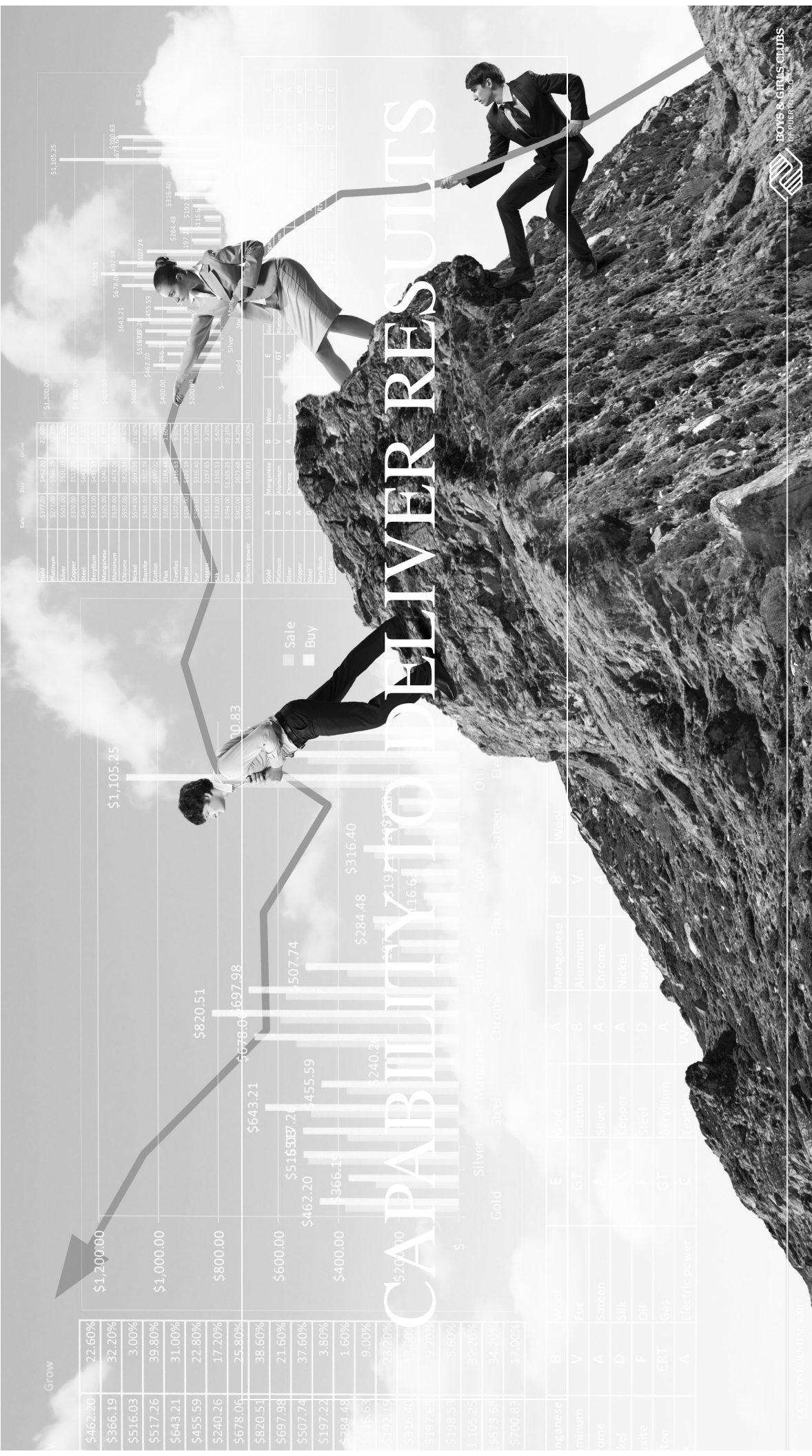




FAB LAB



BOYS & GIRLS CLUBS
OF PUERTO RICO



CAPABILITY TO DELIVER RESULTS



Commodity	Buy	Sale
Gold	\$1,105.25	\$1,105.25
Silver	\$673.0083	\$673.0083
Copper	\$407.51	\$407.51
Steel	\$455.59	\$455.59
Aluminum	\$240.26	\$240.26
Iron	\$462.20	\$462.20
Other Metals	\$366.14	\$366.14
Energy	\$643.21	\$643.21
Electric power	\$820.51	\$820.51

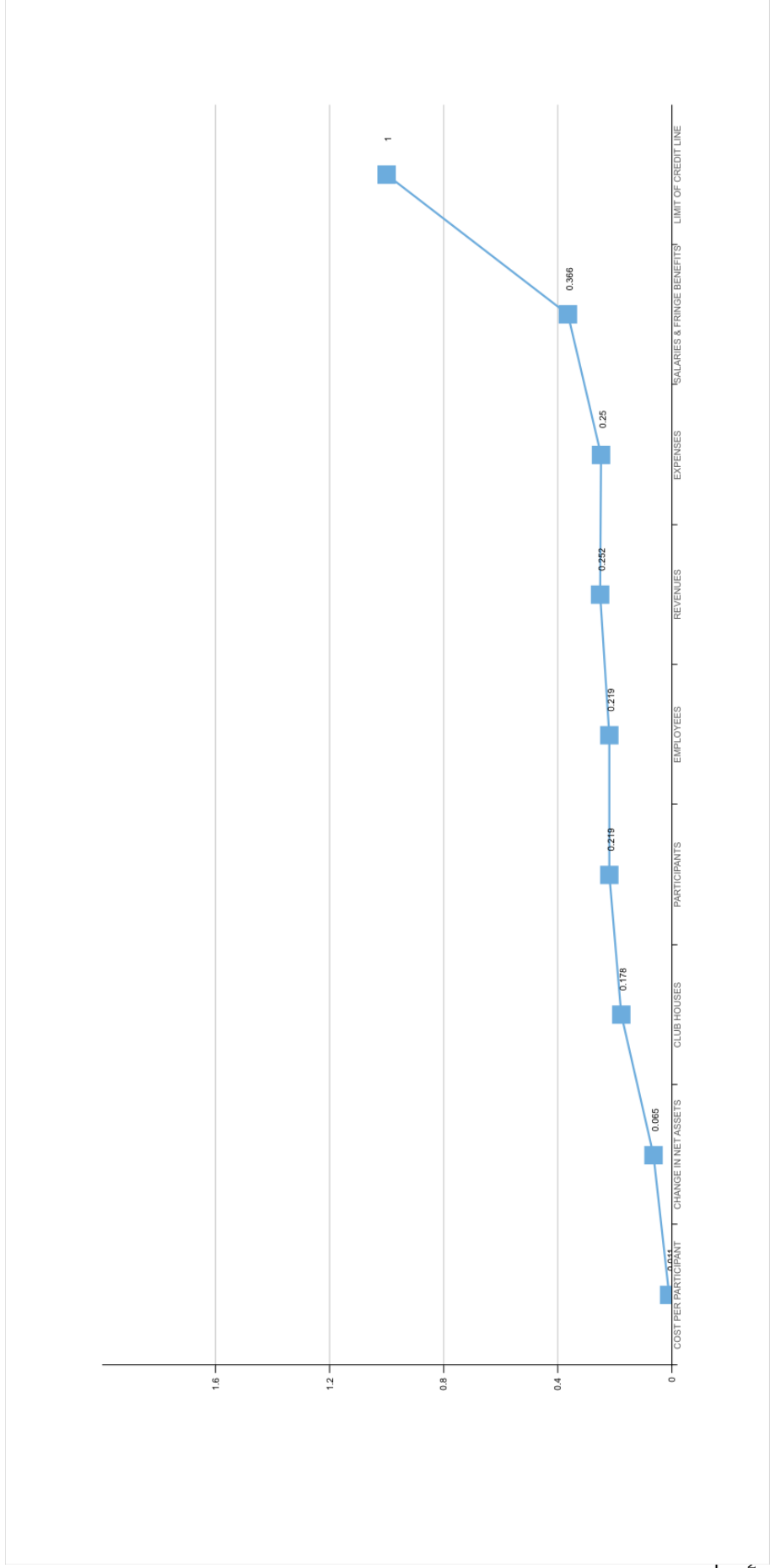
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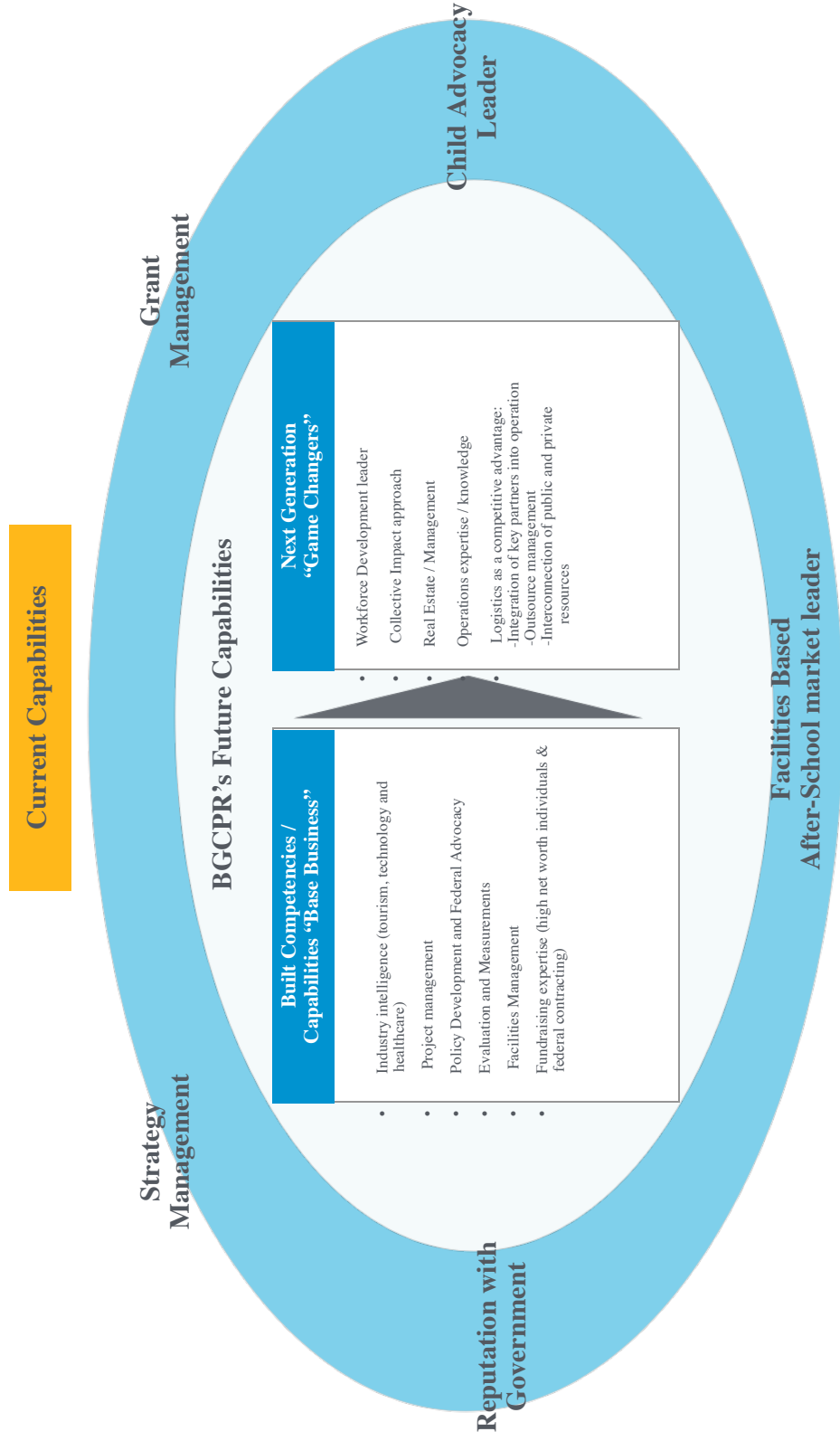
BOYS & GIRLS CLUBS
OF PUERTO RICO

www.boysandgirls.org

SIGNIFICANT GROWTH FROM 2006 TO 2016



BGCCPR has the “toolkit” to implement change and increase impact...
 Additional Capabilities must be acquired to generate sustainable generational change...



MEASUREMENTS & EVALUATION PLAN

PILLAR	PROGRAMS	TACTICS	MEASUREMENTS	TOOLS	OUTCOMES	FREQUENCY
Academic Support	<ul style="list-style-type: none"> “RUTA de Graduación” Graduation Route 	<ul style="list-style-type: none"> Tutoring Conversational English Specialized Reading-Writing Sessions Learning through Art 	<ul style="list-style-type: none"> School Retention Grade Promotion Graduation Rates Academic Performance School Attendance Student Behavior 	<ul style="list-style-type: none"> Reading level – pre & Post test Pre & Post Diagnostic tests Behavior Surveys Satisfaction Surveys 	<ul style="list-style-type: none"> Participant academic performance improves in English, Spanish & Math Grade Promotion Rates increase Graduation Rates increase 	<ul style="list-style-type: none"> Academic Performance Quarterly Annual
	<ul style="list-style-type: none"> Post-Secondary Trajectory 	<ul style="list-style-type: none"> 5 Phases: <ul style="list-style-type: none"> Diversity & Talent Experience as a Compass Power Ups College Life Transition & Academic Progress 	<ul style="list-style-type: none"> High Expectations: Continue Post-Secondary Education College Admissions College Attendance 	<ul style="list-style-type: none"> National Youth Outcome Initiative Survey TraxSolutions Career and Interests Tests Longitudinal Surveys 	<ul style="list-style-type: none"> Post-Secondary Education Expectations increase Year 1 - 70%, Year 2 - 80% & Year 3 - 80%+ 90% Power Ups participants 90% of Talent & College Experiences alignment 100% of participants of 11 & 12 grades receive guidance and will be trained for College-Board and post-secondary admission process. 	<ul style="list-style-type: none"> Annual
Entrepreneurship	<ul style="list-style-type: none"> Project Makers ByKids 6-9 Project Makers ByKids 10-13 Project Makers ByKids 14-18 	<ul style="list-style-type: none"> Start Up for Kids Innovation & Technology 	<ul style="list-style-type: none"> Entrepreneurship & Leadership skills Entrepreneurship knowledge 	<ul style="list-style-type: none"> Pre & Post Test of Curriculum Theory Participant DataBase TraxSolutions New UDC Surveys Start-Up follow ups 	<ul style="list-style-type: none"> 3 Youth Businesses established per year 100% of pillar participants pass through the entrepreneurship experiences Increased knowledge in idea Development 	<ul style="list-style-type: none"> Annual
	<ul style="list-style-type: none"> JobReady Hospitality Media Lab 	<ul style="list-style-type: none"> Internships Hospitality & Tourism In the Club Pizza In the Club Productions 	<ul style="list-style-type: none"> Academic Goals Workshop attendance Employment Rates 	<ul style="list-style-type: none"> Pre & Post Knowledge tests Career Exploration Skills Participant DataBase TraxSolutions New UDC Surveys 	<ul style="list-style-type: none"> Increase the number of participants that acquire or generates a job Career Exploration increase Increase in basic “soft skills” for employment 	<ul style="list-style-type: none"> Annual
Careers						



RESOURCES

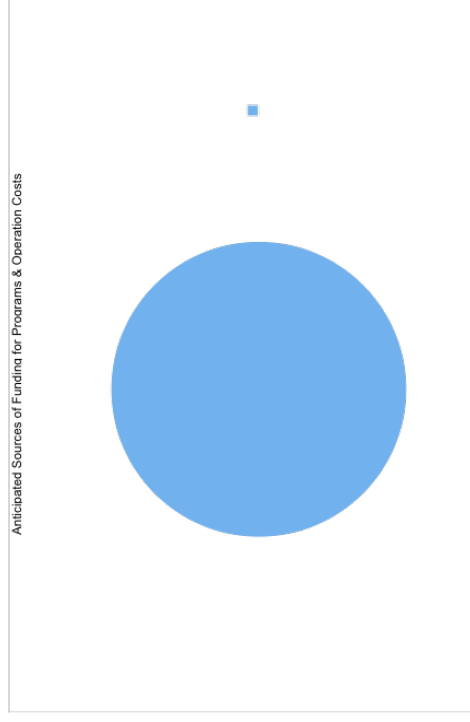
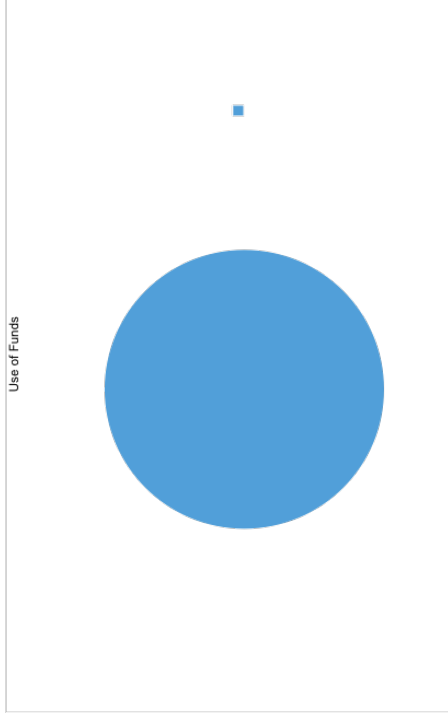


BOYS & GIRLS CLUBS
OF AMERICA

Project Budget

\$125,000,000

Areas	Program & Operation Cost	Construction & Improvements	Resiliency Improvements	Totals
TOURISM	Ernesto Ramos Antonini - Public Housing	1,690,691	937,055	8,858,549
	Loiza	516,068	665,969	7,412,839
	Vieques	4,790,760	730,263	12,529,828
	Isabela	-	1,735,468	8,621,015
	Bayamón	564,750	1,074,864	8,821,386
TECHNOLOGY - Public Housing	7,447,408	453,610	820,843	8,721,860
	7,745,305	4,499,885	845,066	13,090,256
	7,745,305	4,449,035	729,810	12,924,150
HEALTH	Las Margaritas - Public Housing	562,723	1,235,080	8,877,160
	Aguas Buenas	617,454	937,055	8,633,866
	San Lorenzo	4,731,385	809,119	13,197,536
Carolina	4,731,385	809,119	13,197,536	
TOTAL	85,948,528	27,607,745	11,329,709	124,885,981



Sustainability Beyond Capital Improvements & Construction

3

P3: Public, Private, Partnership

better known as PPPs, are contractual agreements between a government agency and a private entity to provide works or services required in Puerto Rico for an established period of time.

PRIVATE INVESTORS

Benefits

- ROI for investment in the next generation
- Partners in Economic Development
- Potential to structure in conjunction with 20-22 Decrees
- To be a leader in building Philanthropy in PR

Sources

- Individuals
- Foundations
- Corporations
- Closely Held Business

How

- Comprehensive Campaign
- Utilize "Gift Planning Strategy" (Less than 5% comes from cash)
- Build Corporate/Municipality/State opportunities

INCOME DISTRIBUTION

70%

GOVERNMENT

Benefits

- Alignment with public agenda of human capital development, science, technology and innovation
- ROI for investment in the next generation
- Cost effective direct services to disadvantaged populations
- Evidence based and data driven approach

Sources

- Grants
- Delegation of Services
- Decrees

How

- P3 Agreement
- Legislative Appropriation
- Decrees: Build Corporate/Municipality & State opportunities

Expense Projection

Year 2018-19	Year 2019-20	Year 2020-21	Year 2021-22	Year 2022-23
\$16,279,702	\$13,992,797	\$14,489,416	\$16,172,728	\$16,748,316

Year 2023-24	Year 2024-25	Year 2025-26	Year 2026-27
\$17,418,248	\$12,155,863	\$9,461,666	\$8,167,243

thank you



BOYS & GIRLS CLUBS
OF PUERTO RICO

Boys & Girls Clubs of Puerto Rico

An Island Wide Network of Resilient Regional Workforce Development Hubs for Kids, Youth and Families

Executive Summary

Boys & Girls Clubs of Puerto Rico (BG CPR) is a not for profit organization recognized under local and federal law with 501(c)(3) status. In 50 years of work in Puerto Rico, we have established 13 centers in public housing and other marginalized communities. Currently, we provide services to more than 16,000 participants from 47 municipalities. Four years ago, we began shifting our programming focus from Prevention to Workforce Development with a dual strategy that integrates direct services with policy work.

We developed the only youth and family focused policy and advocacy institution in Puerto Rico- the *Youth Development Institute*- an independent not for profit organization that promotes best practices and policy change to foster economic security.

The Youth Development Institute (YDI) joined forces with New York based think Tank MDRC to leverage the upcoming focus on disaster recovery, infrastructure repairs and reconstruction in Puerto Rico to create pathways for youth, including parenting youth, into the workforce. This partnership will build on several recent funding scans in order to develop recommendations supported by evidence-based and promising practices that are relevant to the current situation in Puerto Rico. Furthermore, BG CPR and YDI will collaborate to develop and execute the recommendations.

Working for a long term economic recovery requires capacity building in key economic growth industries as well, such as bio-agriculture, aerospace, professional and financial services, information technologies and specialized tourism, among others. Thru job market research, BG CPR identified three industries that are in constant growth and that provide work opportunities for all levels of skilled individuals- Tourism, Technology and Health. We developed our Workforce Development Pilot Project in our oldest Club- Ernesto Ramos Antonini- focused on Tourism considering this industry's predominant presence in San Juan. This project provides training and skills development to children and their parents on a Workforce Development Pipeline from elementary education, thru post-secondary to job placement in adulthood in five programmatic pillars.

Our Workforce Development Center model ensures connection between participants and skills development with real job opportunities that can foster disaster recovery, economic growth, labor participation and breaking the generational cycle of poverty. The pilot is in full implementation stage.

With a \$125,000,000 investment we propose to fortify and expand this project in 12 BG CPR centers island wide, to create a network of **BG CPR Resilient Regional Workforce Development Hubs**. Each *BG CPR Resilient Regional Workforce Development Hub* will be focusing on one of the identified industries, depending on regional and local market conditions. The Hubs will be equipped with the necessary infrastructure to serve as disaster resiliency hubs. The project includes a Capex and Resiliency infrastructure budget of \$31,149,963.00 for the full construction of 5 sites and renovations for 7 sites. The budget also proposes Operations and Programs cost for all 12 sites at \$68,758,822. In addition, we propose a 22% administration costs

fee. The project includes a scaled plan with a construction period and 5 year programmatic operations plan for each center. For construction (Capex and Resiliency), the proposed public investment is at 100%. For operations the proposed Public/Private investment distribution is 70% government and 30% private.

Case Statement

For 50 years, *Boys & Girls Clubs of Puerto Rico (BGCPR)* has delivered comprehensive services to youth. BGCPR has been extraordinarily successful in scaling up to meet thousands of children's needs- we are currently the largest youth serving organization in Puerto Rico, with 13 locations that serve over 15,000 participants each year from 47 municipalities. We provide safety and support during critical hours of the day, strong role models, and organized programming around Education, Health and Life Skills, the Arts, Leadership, and sports & Recreation. Yet, given the complex and persistent issues in Puerto Rico, such as violence, hunger, poverty and economic crisis all aggravated by Hurricanes Irma and Maria, BGCPR must look to move from a prevention model and commit to a new, more comprehensive vision of success. The potentially irrevocable impact of a lost generation is clear motivation to act with urgency.

Puerto Rico's children and families need more. They need strong academic and emotional support to help transform their lives, thereby restoring vibrancy to our Island and creating a future workforce to be a partner in the economic development of Puerto Rico. How can we expect our children to become economically self-sufficient if they cannot read and lack the motivation to stay in school, let alone enter the workforce? How will future generations survive, let alone prosper, if joblessness and poverty continue to escalate? Is our present and future Workforce ready for the needs of the industries leading reconstruction and economic growth efforts?

Boys & Girls Clubs of Puerto Rico is in a unique position to link public and private resources to create a pathway for our children from school to careers. We are more than a way out; we are a way up.

The problem: 40% labor participation rate in Puerto Rico

Closing Skill Gaps and Developing a Workforce According to the report "Education-to-Employment: Designing a System that Works", published in 2013 by McKinsey & Company, there are 75 million unemployed youth. This situation causes nonconformities leading to violence, as has been the case in recent protests in Spain, Greece and Egypt, among others.

The data compiled in this report -obtained through a survey of 8,000 youth, employers and educators in nine countries- indicate that, on one hand, almost half of youth surveyed are not sure that traditional education prepares them for employment and, on the other; only 31% of employers are able to hire qualified entry-level employees. The biggest barrier for recruiting and retaining entry-level employees is the lack of skills. Employers also mention that this gap has an impact on costs for their companies.

The data also reveals that the three sectors involved (youth, employers and educators) are disconnected, since 72% of the educators surveyed understand that a university education does offer the necessary training to future job seekers.

The report sheds light on some deep-seeded perceptions about the barriers that students encounter during their formative period. Although professors say that dropouts do so because of the degree of difficulty of the career they chose, youth say that the major hurdle to study is the cost of education. In addition, 60% of youth give a high value to training and experience, as they understand that the best way to learn is hands-on and on-the-job training.

Employers that succeed in recruiting and retaining youth have done it because they are proactive. They have established partnerships with universities in which they have designed curricula and have reached agreements to continue the efforts by recruiting graduates of those programs.

A Workforce Development Pipeline for Long Term Sustainable Recovery

In Puerto Rico, many economists and analysts have concluded that work related opportunities will be subject to the island developing and implementing a new economic model that takes advantage of global trends. The current disaster recovery and rebuilding movement is a great juncture to identify capabilities and opportunities in leading sectors and explore new opportunities in construction and other infrastructure development opportunities. Working for a long term economic recovery requires capacity building in key economic growth industries such as bio-agriculture, aerospace, professional and financial services, information technologies and specialized tourism, among others.

An opportunity exists to create and streamline pathways where youth, parents, industry and government work together in the development of the human capital needed to rebuild and grow the economy.

BGCPR is proposing to specialize and align each Club to a particular industry. To determine industry focus areas, we assessed global trends, the needs of our economy, the demand for trained professionals in each field and the potential for growth opportunities in each area. An important criteria for the selection of these industries was the potential for new business development and the chance to get inserted in their respective supply chain or ecosystem. Based on our selection criteria, we concluded that tourism, health and technology offer the greatest opportunities for our youth.

Disaster Recovery: According to the 2018 Q1 *USG + U.S. Chamber of Commerce Commercial Construction Index* most construction contractors (90%) are at least moderately concerned about finding workers with adequate skill levels, and over half (52%) are highly concerned. Among the contractors expressing concern about worker skill levels, 35% believe the problem has worsened in the last six months, and almost half (44%) believe it will worsen in the next six months.

Recovery in the aftermath of Hurricanes Irma and Maria requires a skilled workforce for infrastructure repair- construction, electricians, plumbers and other qualified workers to ensure a quick and efficient rebuild. We must address our workforce challenges to enable the economy to grow and take advantage of the influx of public and private recovery investment.

Tourism: Tourism represents 10% of the global Gross National Product, and 1 of 11 jobs is generated in this industry. According to the World Travel and Tourism Council, tourism in Puerto Rico contributes \$7.4 billion to the economy, accounting for 10.7% of the Gross National Product. This industry generates approximately 67,000 direct and indirect jobs. According to the Puerto Rico Planning Board:

- 3,246,000 tourists traveled to Puerto Rico in 2014, which represents 14% of all tourism in the Caribbean.
- Estimates predict that tourism will generate over 28,000 jobs by the year 2022.

Barriers to employing young people at the rate required for industry growth:

- Youth do not know about the nature and extent of meaningful careers the hospitality industry.
- Youth know about these opportunities but are not suitably qualified for them.
- The industry attracts qualified youth but does not retain an optimal number of them.

Health: The health system reform and the aging population in Puerto Rico have imposed an additional burden on our health system. Health is a field where the demand for trained professionals does not decrease and where specific credentials, such as licenses and permits, are

required in order to practice.

Estimates predict that by 2024, the demand for professionals trained in allied medical careers (physical therapists, sonographers, nurse practitioners, cardiovascular technicians and home health aides) will increase by more than 20% for each; the highest demand will be for therapists, with an increase of 34%.

Technology: In the United States, there are 5 million jobs available in the field of technology. Opportunities are found beyond technology-focused companies because of the increased need for support with these services in other industries.

In Puerto Rico, the government has shown great interest in attracting technology industries, so much so that the Special Fund for Economic Development provided funds to establish the Puerto Rico Science, Technology and Research Trust and a Science Corridor in the metropolitan area. We know that Science, Technology, Engineering and Mathematics (STEM) education from an early age is critical for youth to develop interest in careers in science and technology and are part of the current Administration's vision for Education and Workforce Development.

A New Vision: Five Pillars for Success

Economic Security

Generally means that a person working forty hours a week, with no additional income, should be able to afford the basics for quality of life, such as, [food](#), [shelter](#), [utilities](#), [transport](#), [health care](#), minimal [recreation](#), one course a year to upgrade their education, and childcare.

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In response to the needs of the communities we serve, specifically their children and youth, our promise of service is *to offer our participants a safe and creative place to gain the necessary tools to create or obtain a job that will allow them economic security.*

Building on both BGCPR and the national organizations solid and extensive expertise in designing and offering after-school programs aligned with contemporary opportunities, we intend to transform our clubs from places to spend leisure time into Hubs for Workforce Development

Solution

We focus on initiatives that provide children and youth the tools to enhance their employability and/or entrepreneurial abilities and we prepare them to take advantage of the opportunities that lead them to break the generational cycle of poverty.

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One Stop Career Centers are “staffed, accessible premises that provide a range of public, statutory, private and voluntary sector services to the local community” (Countryside Agency, 9 2003). The Centers provide open access to core services, intended to provide broad resources and tools to job seekers and employers.

The key is ‘bringing services together under one roof’ for providers to share costs and to make it easier for people to access a range of services in one place. Advantages of this approach are: 1) Reducing costs, including joint provision of services, either through the shared use of staff, buildings or vehicles 2) Flexibility in the way services are offered 3) Providing public services more efficiently 4) Enabling services to be tailored to local needs, and 5) Providing economies of scale.

Pillar #1: Academic Support

Reports on results of standardized tests administered to Puerto Rican students show that up to 60% of children are lagging behind their peers in their mastery of basic language and math skills. Thirty-eight (38%) of Puerto Rican youth leave school before finishing high school and 16% of adolescents are not studying or working.

In order to close the academic gap between our participants and the rest of the population, we promote the establishment of goals to keep them in school, guarantee their graduation from high school and promote their insertion in post-secondary education and the workforce. The *Ruta de Graduación* (Pathway to Graduation) Program, created in 2013 by BGCPR, is the vision and educational philosophy used as a basis in the implementation of this pillar. Services include regular tutoring, specialized Spanish tutoring, literacy and conversational English, complemented with experiences that encourage the integral development of the participants. Each participant goes through an individual assessment to determine their needs and to develop an individual plan to promote the achievement of their established educational goals and standards.

Pillar #2: Post-secondary support

Knowing that the first year of college is the crucial moment that will determine whether a student graduates, we offer our participants aged 13 to 21 the Post-secondary Support program. Through an integral approach, the implementation processes will be carried out through the following programmatic components: 1. Diversity and talents, 2. Experience as benchmark, 3. Development of individualized growth plans, 4. University Life and 5. Transition and University progress. Through active participation in this program, youth will identify talents and interest, design experiences that allow them to define and test their talents, work with social and academic competencies, receive vocational guidance and support in their transition and commitment in post-secondary institutions, among others.

Participants go through five stages in which they:

- complete tests to determine their interests
- are exposed to experiences related to those interests
- integrate their social context and identify obstacles to completing their studies
- are exposed to university life and
- at the age of 18 begin the transition to university
- Once in college, direct follow-up occurs every quarter. Participants must be enrolled in college to continue participating in the program.

Pillar #3: Entrepreneurship

Project Makers is a trademark entrepreneurial curriculum design by BGCPR's initiative that utilized project based learning to expose children and youth to the concepts and realities of business generation and management.

Entrepreneurship: Early Exposure (6 - 9 years), Intermediate (10-13 years)

We are the only provider in Puerto Rico with an Early Exposure curriculum. For our youngest participants, we have designed an entrepreneurship curriculum aimed at developing entrepreneurial thinking and skills. For the early stages, (ages 6 to 9), children will participate in activities, workshops and exercises to develop an entrepreneurial thinking. In the middle and advanced level, (ages 10 to 13), they will be exposed to technical entrepreneurship skills in five development phases: Spark, Validation, Training, Funding and Coaching.

Entrepreneurship: Project Makers Experience (14-18 years)

This program is unique in its kind and a pioneer in providing exposure to entrepreneurship for

youth aged 14 to 18. It seeks the development of skills such as innovation, collaboration, critical thinking, research, decision-making and risk taking. Exposing participants to problem identification, designing solutions and creating business ideas, is the way to achieve this.

The experience is organized into three weekends where participants spend the night in a pre-selected place and stay immersed (72 hours) from Friday to Sunday working in small groups. With the help of a facilitator, they go through the whole process, from analyzing the market to proposing a viable business idea, exploring sources of financing for their business, developing marketing plans and preparing to present their idea and plan to a jury, which has included potential investors.

Pillar #4: Careers

Economic crises affects people from all lifestyles, but usually the most affected are the most vulnerable populations which are children and the economically disadvantaged. Forty-seven percent (47%) of the unemployed in Puerto Rico are between 16 and 34 years old. Two key contributing factors are 1) the gap between the abilities that the job applicant possesses and those that the employer needs and 2) the lack of direction of applicants when initiating a search, from preparing abstracts and interviews to guidance on how to do an effective search.

The career pillar provides vocational and professional experiences to participants. We aim to expose them to real experiences of training, pre-employment and employment and will consist of a curriculum of activities and experiences for participants aged 6 to 21.

Pillar #5: Family Strength

A family's engagement in their child's life and education is a key indicator of a child's success. Therefore, a proposal to end the generational cycle of poverty must include services for the child's support system. This pillar aims at providing opportunities for families and adults through career development, social development and entrepreneur skills.

Education and Career Development Program. Parents will develop the necessary skills to increase their income and achieve financial stability by accessing education and training programs that prepare them for high-demand jobs. They will participate in financial coaching to help them design strategies to manage income, plan and save for the future and build their assets. Adults will benefit from career development activities aimed at providing them with the necessary skills to obtain and maintain a job. The job connection services will include computers labs available for job search, assistance in resume writing and interview preparation, job referrals and job placement, among others.

Case Management and Family Wellness. Services that improve a family's social and psychological wellbeing are essential on the path to overcome poverty. The Family Strength Pillar will offer case management services with individual and group therapy to families affected by poverty, violence or other social situations. Looking for a holistic approach, we will also provide case management to help our families connect with health and well-being service providers as needed.

Adult Entrepreneurship Program. Access to opportunities is crucial in order to develop abilities and talents. The Entrepreneurship program will provide mentoring to adults who wish to develop their own business. Participants will benefit from sessions of business planning coaching and a start-up experience where they will develop entrepreneurship's skills and have the opportunity to present their business idea.

The Vimenti Research and Policy Lab

Vimenti's Research and Policy Lab has the overarching purpose of collecting data and conducting research that will inform public policies and practice. In doing this, the policy lab seeks to meet two goals: (1) to serve as a testing ground for changes in public policies that limit the ability of the families with children and youth in the pilot program, and beyond, to gain economic security through employment; and (2) to magnify the impact of the pilot program through the generation of an evidence base that will inform public policies and programming.

A testing ground for public policies

Policy labs, in which policies are evaluated using experimental methods before being implemented, are being used throughout the United States, Europe and Canada as a way of developing more effective policy solutions. According to the European Commission: ““Their experimental, creative and citizen-centered approach is changing the way policies are made, putting forward alternative solutions more in tune with citizens' needs and better adapted to public budget constraints. Experimenting is at the heart of the process: policy ideas are tested and tried in pilot groups”.

The inclusion of a policy lab would hence benefit the families involved in the pilot project, as well as have the potential of impacting hundreds of thousands of families across Puerto Rico, who could benefit from improved policies.

For the Vimenti participants the inclusion of a policy lab would signify that participating families are receiving interventions on three systemic levels- school, family and policies. The family and school systems are addressed throughout the programming, and the third system, of the political and economic context, are addressed through the Policy and Research Lab component.

Over the last years, and through a strong partnership with the *Youth Development Institute*, BGCPR has been able to identify public policy barriers that hinder families with children from reaching economic security. The Research and Policy Lab would serve to test the reform of eligibility requirements for social support programs and evaluate its impact. This would be achieved through partnerships with government, and through the use of rigorous methods of investigation. In doing this, not only would the families in the pilot program benefit from an improved policy context, but the findings could eventually inform reforms that would lead to increased workforce participation for all families with children.

Disaster Recovery and Workforce Development

The current disaster recovery and rebuilding movement is a great juncture to identify capabilities and opportunities in leading sectors, explore new opportunities in construction and other infrastructure development and make sure our Workforce is ready. The Youth Development Institute partnered with New York based think tank MDRC to leverage the upcoming focus on infrastructure repairs and reconstruction in Puerto Rico to create pathways for youth, including parenting youth, into the workforce. This partnership will build on several recent funding scans in order to develop recommendations supported by evidence-based and promising practices that are relevant to the current situation in Puerto Rico. Furthermore, MDRC and YDI will collaborate to develop and execute the recommendations.

The development phase will include the following: the development of recommendations on how to facilitate and support training and employment opportunities for youth; a mapping of funding streams at the Federal, commonwealth and local government level that could be tapped to support training and employment opportunities for youth; and conducting a scan to identify

potential entities (e.g. nonprofit organizations, employers, etc.) that could implement the promising practices, including assessing capacity and interest. The implementation stage will include designing and implementing a strategy to engage federal stakeholders for appropriations (if needed) and agency guidance; conceptualizing events to engage commonwealth, and the local government officials with the research; and delivering a series of technical assistance mechanisms to support the commonwealth government with implementation (as needed). This presents an opportunity to provide long-term sustainability to the five-year programmatic operations project hereby proposed.

Who are we?

Boys & Girls Clubs of Puerto Rico (BGCPR) is a non-profit organization, incorporated under the laws of the Commonwealth of Puerto Rico and exempt under the state and federal internal revenue codes. We are leaders in providing daily after-school services and support to underserved children and youth between the ages of 6-18. In 50 years of history, we have grown from a Club in San Juan to thirteen, located from coast to coast on the Island: Ernesto Ramos Antonini (1969), Las Margaritas (1976), Mayagüez (1995), San Lorenzo (2003), Carolina (2005), Arecibo (2008), Aguas Buenas (2008), Torres de Sabana (2010), Luis Llorens Torres (2011), Loíza (2011), Isabela (2012), Vieques (2012) and Bayamón (2015). Currently, we impact more than 16,000 participants from 47 municipalities.

The *Youth Development Institute* (YDI) is an independent, non-partisan, nonprofit organization whose mission is to promote economic security among the island's families living under the poverty line. Created and managed by BGCPR, YDI addresses the problems affecting children and youth from a systemic perspective. Strategies for achieving this goal include: collecting, analyzing, and publishing statistics and research on children and youth (ages 0-21), mobilizing sectors involved in the development of young people and developing public policy recommendations.

BGCPR is a chartered affiliate of *Boys & Girls Clubs of America* (BGCA) which for more than a century, have helped put youth on the path to great futures. Boys & Girls Clubs serve nearly 4 million young people a year, through membership and community outreach, in over 4,200 Club facilities throughout the country and BGCA-affiliated Youth Centers on U.S. military installations worldwide.

Capacity to Deliver Results

Excellence in Management: In 2010, BGCPR was inducted into the Palladium Balanced Scorecard Hall of Fame for Executing Strategy. In 2012 and 2013, the Quality Texas Foundation recognized Boys & Girls Clubs of Puerto Rico (BGCPR) with the Texas Performance Excellence Achievement Award for excellence in execution and effectiveness in its management practices.

Excellence in Human Resource Management: We are the first and only non-profit organization in Puerto Rico to be recognized by Aon Hewitt as one of the Best Employers for three consecutive years.

Excellence in Resource Management: In 2013, we launched the *Youth Development Institute*, an organization dedicated to collecting data on Puerto Rican children and youth, in order to give them a voice and increase awareness about their social and economic situation.

Excellence in Community Service: In 2014, the Angel Ramos Foundation awarded BGCPR the Tina Hills Award for Community Service.

Excellence in Fiscal Management: BGCPR has managed over \$66,000,000 in federal and local government contracts the last 11 years. The organization has produced single audits and financial statement free of material findings in each year.

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Remodeling & New Construction Timeline

