

BREMER FOUNDATION PROPOSAL

TITLE (2-6 words) Right Track Youth Career Development Pipeline

PURPOSE (one sentence summary)

Right Track seeks support to expand from 90 to 200 employer-paid professional internships for youth in summer 2015 and to lead professional skills training and coaching for these interns.

SUMMARY (1500 characters) – 1,493

In Saint Paul, where nearly one-third of our youth ages 16-19 are unemployed, youth employment is one of our greatest challenges.

Right Track is Saint Paul's pipeline for youth career development and building a diverse future workforce. We develop Saint Paul's leaders to drive Saint Paul's success. Right Track addresses changing labor force demographics and educational and employment disparities by placing at-risk youth in jobs, educating and training them for professional success, and helping employers recruit and mentor the next generation of diverse talent.

The Right Track Pipeline includes three levels of opportunities, YJ01, YJ02, and YJPro, that move youth from subsidized employment to unsubsidized jobs and pathways into specific career fields. This proposal focuses on YJ02, which offers professional internships for youth in 11th or 12th grade who have past work or leadership experience and are ready for a new challenge. A Bremer Foundation grant would help us expand YJ02 from 90 to 200 positions by providing summer Job Coaches to guide and support interns, including leading weekly paid professional development sessions for them. The supportive coaching model was key to 99% of summer 2014 YJ02 interns successfully completing their placements. Funds would also support an innovative partnership with the Saint Paul Area Chamber of Commerce to recruit employers, provide bus passes for interns, and partially fund an end of summer celebration for interns and supervisors.

AMOUNT REQUESTED \$45,716

TOTAL PROGRAM COST \$1,386,582

CURRENT YEAR TOTAL ANNUAL ORGANIZATION BUDGET \$58,682,926

NUMBER OF YEARS FUNDING 1

COMMUNITY (Describe your community's needs and opportunities as they relate to your proposal. 4500 characters). 4,489

Youth employment is becoming an urgent policy issue across the nation, and in Saint Paul our situation is particularly dire. Nationally, the percentage of youth who have summer jobs has been declining, from a high of 78 percent in 1989 to only 17 percent in 2014 (Bureau of Labor Statistics, July 2014). This means more and more young people are entering adulthood with no work experience.

In Minnesota, 18 percent of youth ages 16 to 19 are unemployed (American Community Survey, 2012). In Saint Paul, the number is 32 percent – nearly double the state rate. For African American youth in Saint Paul, the situation is even more grim: 57 percent are unemployed. Since 2000, the percentage of Saint Paul youth in the labor force has decreased by 11 percent and the percent unemployment has increased by 19 percent, which is more than double the increase seen by the state overall during that period. The unemployment increases in Saint Paul are slightly bigger than what was seen in Minneapolis. These trends hold when looking at young adults ages 20 to 24.

Saint Paul also struggles with poverty. Twenty-three percent of our residents live in poverty, compared to eleven percent for the state as a whole.

Slowing labor force growth means that we will have fewer workers to replace the retiring Baby Boomers, and thus the next generation of Minnesota's workers will need to be more efficient and innovative than ever before to maintain our healthy economy. Changing racial demographics means that the next generation will also be more diverse. Saint Paul is and will continue to be significantly more diverse than the region. That means any ongoing, race-based disparities will have disproportionately negative impact on our local economy.

Clearly we need to act to improve youth employment opportunities in our state's capitol city.

While the challenges are great, the opportunities in Saint Paul are also tremendous. We are a city of immense diversity. According to 2010 Census data, 44 percent of our residents are people of color, making us the third most diverse city in the state behind only Brooklyn Park and Brooklyn Center. Eighteen percent of Saint Paul residents are foreign-born. The Saint Paul Public School District serves students speaking more than 100 different languages.

Over 23,000 businesses are located in Saint Paul. There exists great potential to match young people's need for education and work experience with employers' needs to attract, recruit, and train a new generation of talented employees.

The City of Saint Paul has done youth employment for decades under several different program names. Most recently, from 2004 – 2012, the City employed 3,022 youth (unduplicated) who worked 728,579 total hours through its Youth Job Corps program. Youth Job Corps used State and Federal funds to subsidize wages for youth to work summer jobs in parks, libraries, and nonprofits. However each year we received approximately three times more applicants than we had jobs. Young people wanted to work and we simply could not keep up with the demand.

We knew we needed to grow, but we wanted to grow in a way that was not dependent on grant-subsidized wages. In 2013, the City piloted the Right Track program, which engaged 14 employers to hire

youth directly onto their payroll for professional internships for 21 youth. All of the participants were from low-income families and all were youth of color. The program was a success: 95 percent of youth completed their internships; they worked over 5,000 hours and earned nearly \$50,000 that went directly back to some of Saint Paul's most economically in-need families. The average intern earned double what he or she would have working for in the City's subsidized program.

Based on that success, City staff convened an employer action team consisting of representatives from the Mayor's Office, City Council, Saint Paul Port Authority, Saint Paul Area Chamber of Commerce, US Bank, Ecolab, Allegra Printing, Genesys Works, and the City's Department of Planning and Economic Development in fall 2013 to seek guidance on moving forward. Based on the group's recommendation that youth employment opportunities be presented as a pipeline or continuum, the City re-branded all of its youth employment efforts as the Right Track Initiative. Right Track was publicly launched by Mayor Coleman, Superintendent Silva, and Matt Kramer, President of the Saint Paul Area Chamber of Commerce, at a press conference in February 2014.

PROPOSED WORK. (Describe the specific work and activities you propose and how they will move your community forward in ways that complement the Foundation's vision of a healthy, vibrant communities as places where basic needs are met, mutual regard is prized, and opportunities for economic, civic, and social participation are within everyone's reach. 4500 characters). – 4,493

Right Track is Saint Paul's pipeline for youth career development and building a diverse future workforce. Right Track addresses changing labor force demographics and educational and employment disparities by placing youth in jobs, educating and training them for professional success, and helping employers recruit and mentor the next generation of diverse talent.

The Right Track pipeline includes three levels of opportunities:

- **Youth Jobs 01 (YJ01)**, formerly known as Youth Job Corps, offers government-subsidized basic work experience in parks, libraries, and nonprofits.
- **Youth Jobs 02 (YJ02)** features professional internships for youth in 11th or 12th grade who have past work or leadership experience and are ready for a new challenge.
- **Youth Jobs Pro (YJPro)** is a collection of partner-run programs offering advanced opportunities in specific sectors that might lead to academic credit or an industry-recognized credential. Examples include Genesys Works and the City's EMS Academy.

The vision of Right Track is to help young people and employers understand how a first job at a park or a library could lead to a summer with an employer like Ecolab, which could lead to an advanced opportunity such as Genesys Works. The Right Track model offers a way to articulate the connections between these seemingly disparate experiences and to inspire youth to continue reaching for the next level of challenge and opportunity.

Right Track serves Saint Paul youth who are from low-income families or have a barrier to employment (as defined by the State of Minnesota).

The focus of a Bremer Foundation grant would be on Right Track YJ02. In YJ02, employers hire youth directly. They provide a job description for a professional internship and Right Track then recruits, interviews, and matches youth based on youth's skills and interests and employers' needs.

Making youth-employer matches is just the beginning of our work. Right Track staff, with advisement from Genesys Works, plan and lead a two-day unpaid orientation before youth begin work. In 2014, we held orientation at Saint Paul College. Youth interns participated in workshops on business etiquette, transportation planning, time management, first impressions, professional dress, and more.

After orientation, we divide the interns into cohorts of 20. These cohorts meet weekly for a two-hour training on topics such as collaboration, problem solving, professional communication, personal mindset, and more. Right Track hires summer staff to work as Job Coaches and lead the trainings. Employers pay the interns for this time as professional development. Employers and youth alike rave about the training. Youth said things like, "I liked the classes because it helped me be more professional and gave me a view of the professional world before officially stepping into it," and, "I liked the sense of community with the other interns."

Outside of training, Job Coaches regularly check in with interns to help solve problems and ensure the interns feel a strong sense of their own ability and belonging in this opportunity. Eighty-nine of 90 youth completed their YJ02 placements in 2014, a success rate due at least in part to the supportive coaching and training model.

The Saint Paul Area Chamber of Commerce wants to play a significant role in landing commitments from businesses to hire youth for YJ02 positions. A portion of a Bremer grant would be used to establish an innovative model in which the City partners with the chamber on business recruitment; Right Track will contract the chamber to conduct outreach work and secure internships from Saint Paul businesses.

Through Right Track, the City of Saint Paul aims to work collaboratively with partners to move the community forward in preparing the next generation of talent. Right Track provides immediate financial benefit to families in terms of wages earned. On average, each Right Track YJ01 and YJ02 intern earned more than \$1,000 this summer. In total, more than \$624,000 went to Saint Paul families.

Right Track creates new jobs. Sixty-six percent of YJ02 employers said they created a new position to work with Right Track.

Right Track creates economic opportunities for youth from low-income families and provides hands-on, engaging options for learning and development of professional skills outside the classroom. Paid work experiences and professional skills training help youth build the foundation they need to be productive and engaged citizens.

IMPACT (how will you define and evaluate the success of your work? How will you share your results and lessons with the community and others? 4500 characters) – 4,498

We track progress through a number of measures: year-over-year comparisons of participant numbers and demographics, youth and supervisor feedback surveys, MHA Employee Appraisals, and structured site visit interviews.

In summer 2014, 608 youth worked through Right Track. We had 483 City-subsidized YJ01 jobs, 90 employer-paid YJ02 professional internships, and 35 YJPro jobs with the EMS Academy (due to limited staff capacity Right Track does not track participation in non-City YJPro partners such as Genesys Works).

The number of YJ02 jobs increased from 21 in our 2013 pilot to 90 in 2014, which was a 329% one-year increase. Of the 608 youth, 52 percent were female and 92 percent were youth of color. See attachment for a detailed breakdown by income, neighborhood, race/ethnicity, age, and barriers to employment. Youth worked more than 76,000 hours and earned over \$624,000 in wages.

For YJ01, 98 percent of youth were satisfied with their summer work experience, and 93 percent of supervisors reported a good or great experience with Right Track based on the following: paperwork involved, time commitment, ease of implementation, being of benefit to their worksite, being responsive to their needs, structure of the program, and communication.

For YJ02, more than 90 percent of interns said the experience improved their abilities in the following areas: investigate and solve new problems, work effectively in groups, communication skills, basic technology skills, overcome barriers and challenges at work, working in different contexts and with people of different cultures, apply knowledge to complete tasks successfully, and developed knowledge and skills necessary for a future career. One-hundred percent of YJ02 interns reported satisfaction with the overall quality of their experience. They said things like, "Right Track found me a job that coincides with what I want to do in the future. I now have more of an understanding of what I want to do."

Ninety-two percent of YJ02 supervisors said the interns had a positive impact on their organization. Eighty-three percent of YJ02 supervisors and 76 percent of YJ01 supervisors agreed, "If I had a job opening, I would hire this employee."

In addition to feedback surveys, we ask supervisors to complete a performance appraisal using a standardized approach called the MHA Labs Employee Appraisal (MEA). MHA stands for means and measures of human achievement. MHA Labs operates as a public/private research and development nonprofit that works with over 1,000 schools, afterschool programs, and workforce developers across Chicago and the Twin Cities. MHA translates emerging 21st century skills research into easy-to-use frameworks, tools, assessment and instructional strategies.

To create a foundation for innovation, MHA used research to isolate a core set of 21st century skills and organized them into six domains called the Building Blocks: Personal Mindset, Planning for Success, Social Awareness, Verbal Communication, Collaboration and Problem Solving. Each building block contains a set of objectives that are written to serve as both learning objectives and assessment items. Right Track supervisors assess their workers and provide feedback using this framework. In 2014, 303 Right Track workers received an MEA performance appraisal. See attachment for results.

We share results and lessons with the community in a number of ways. We prepare a two-page summary and distribute it to stakeholders such as city councilmembers, legislators, funders, and program partners. We write a detailed annual report that is reviewed by City education leaders and informs future strategy. We actively participate in the Twin Cities Career Readiness Collaborative where we exchange findings and learnings with many other local organizations. We also share results with the Ramsey County Workforce Investment Board's Youth Council, of which Catherine Penkert, Right Track Manager, is a member.

We use social media to document and promote the contributions of our young people to the community. We use our facebook page to publish photos. In 2014, the Saint Paul Public Library's YJ02 intern worked with their marketing team to write a series of "INTERN-views" that we published on facebook to offer young people's perspectives on their internships.

In 2015 we will be working with a design firm to develop case studies and other marketing materials for that use our past success to encourage future participation in Right Track.

YOUR ORGANIZATION AND RESOURCES (Describe your organization in terms of its mission, goals, staffing, and stakeholders. What experience, learning, connections or other non-financial resources does your organization bring to the work you propose? What non-financial resources do you need to access or develop for your proposed work to be successful? 4500 characters) 4,330

The City of Saint Paul houses Right Track in the Parks and Recreation department because it offers a natural connection to youth development.

The mission of Saint Paul Parks and Recreation (SPPR) is to help make Saint Paul the most livable city in America by facilitating the creation of active lifestyles, vibrant places and a vital environment. The vision is to do this by responding creatively to change, innovating with every decision, and connecting the entire city.

Right Track is Saint Paul's pipeline for youth career development and for building a diverse future workforce. Right Track brings together the City of Saint Paul, Saint Paul Public Schools, local businesses, and community-based organizations to provide employment and professional skills development opportunities for youth.

Right Track has six goals:

- 1) Provide work experience for Saint Paul youth who are economically disadvantaged or at-risk, ages 14 through 21
- 2) Promote mastery of work-readiness competencies and 21st century skills
- 3) Promote skill acquisition (academic and work readiness) through project-based instruction
- 4) Increase exposure to in-demand jobs important to regional economies
- 5) Provide high-quality work sites and overall participant and employer satisfaction
- 6) Connect to and strengthen other key educational and workforce development initiatives and systems in Saint Paul

Catherine Penkert, Right Track Manager, reports to Kathy Korum, the Deputy Director of Parks and Recreation. Right Track is also staffed by Trenton Henspeter, YJ01 Coordinator, and Torra Spillane, an Americorps VISTA worker. Mayor Coleman's 2015 budget proposal includes investing in the growth and sustainability of Right Track by adding a project manager position to the team.

Because Right Track is run by the City of Saint Paul, our stakeholders are all Saint Paul residents and businesses. The City has operated youth jobs programming for decades and so we bring tremendous experience and history in this area. We also have the ability to convene major institutional stakeholders, including the school district and the chamber of commerce, to develop strategies that allow for both quality and scale in youth career preparation. Mayor Coleman is a national leader among mayors for his strong education stance, and Right Track has become a top priority for his education and workforce development platform. We are able to use the visibility of the mayor's pulpit to call attention to the need to expand employment opportunities for youth broadly. We are also able to partner with other City departments, such as planning and economic development and human rights and equal economic opportunity, to connect with businesses and workforce development efforts, as well as partner with organizations like the Saint Paul Port Authority to recruit businesses to hire youth as part of their own diversification and talent development strategies. We work closely with others in the Saint Paul educational ecosystem, including community colleges, libraries, and out-of-school time programs, and we partner with Ramsey County by sitting on their Youth Council.

In order for our proposed work to be successful, we need to greatly expand the number of employers willing to hire youth for professional internships through Right Track YJ02. We will do this by partnering with the Saint Paul Area Chamber of Commerce and smaller business chambers to reach out to their members through events, meetings, presentations, newsletters, social media, and one-on-one meetings. We will also need to recruit volunteers to help interview youth in the spring. Last year, approximately 10 volunteers helped us interview over 200 youth for 90 YJ02 positions. This year we will need to double or triple our number of volunteers. As part of the City's racial equity work we will also be examining our recruitment and interview process to ensure we address areas of potential bias. We will recruit volunteers and address racial equity by engaging stakeholders who have expressed strong interest in expanding the number of jobs for youth, such as members of the Saint Paul Black Interdenominational Ministerial Alliance.

PARTNERS AND NETWORKS. (Describe the others you propose to work with to accomplish your goals. What is your organization's history with these partners and how will they contribute to your work? 4500 characters) – 4.094

Although Right Track is led by the City of Saint Paul, we see it as a public-private partnership initiative. We use our platform as city government to convene and mobilize institutions, organizations, and individuals in support of increasing the number and quality of jobs for youth.

SAINT PAUL PUBLIC SCHOOLS. We partner with Saint Paul Public Schools (SPPS) at every level, from the Superintendent down to individual classroom teachers. The Superintendent co-launched Right Track along with the Mayor and Matt Kramer, President of the Saint Paul Area Chamber of Commerce, at a

press conference in February 2014. Right Track staff meet monthly with college and career readiness staff from SPPS, including the directors of career and technical education and alternative education. Our message to the schools is, "We'll recruit the businesses if you help us recruit the youth." Therefore we provide information to principals, AVID instructors, guidance counselors, and teachers so that they can help young people understand the application process and deadlines.

SAINT PAUL AREA CHAMBER OF COMMERCE. The Saint Paul Area Chamber of Commerce (SPACC) sees Right Track as deeply aligned with its strategic interest in East Metro leadership development. Therefore, in 2014 the SPACC Foundation named Right Track as a strategic giving partner, and provided funds to underwrite internships in 12 small businesses and nonprofits and also to sponsor an end-of-summer celebration at the James J. Hill Center that was attended by 200 people. Matt Kramer appeared in a promotional video that is featured on our website. We handed out Right Track promotional materials to over 500 guests at several major chamber events last year and presented to members of their government affairs committee. SPACC staff assist with introductions to businesses and promote Right Track via their e-newsletter and website. And they believe so strongly in Right Track that they are an employer: they hired a YJ02 intern to work in their office last summer.

GENESYS WORKS. Genesys Works is a nonprofit that provides training and support for high school seniors to succeed in information technology internships at major corporations. The concept for the Right Track pipeline developed in part through the alignment of self-interest between the City of Saint Paul and Genesys Works: we needed help recruiting businesses and training students to be successful in professional environments, and they needed a more diverse group of students to learn about their program at a younger age to ensure they were credit-ready to participate. Right Track positions Genesys Works to be a sort of capstone experience for high school workers: a young person could get their first work experiences in YJ01 and YJ02, and through those opportunities learn about Genesys Works. Right Track tends to attract a different type of student than does Genesys Works: a higher percentage of males and a higher percentage of African American youth. This pipeline approach provides Genesys Works with an opportunity to recruit youth typically underrepresented in their demographics, and it gives us at Right Track a way to present youth with opportunities for more intensive work experiences than we offer.

As a sign of commitment and partnership, Genesys Works provided one of their training classrooms for use by Right Track YJ02 in summer 2014, as well as a 50 percent time commitment from one of their program coordinators during summer to assist with curriculum development and coaching.

OTHER. Right Track works closely with our colleagues at City of Minneapolis and AchieveMpls to exchange lessons learned for youth jobs programming and create alignment when possible. Right Track subsidizes youth wages for YJ01 positions at 24 nonprofits, and we actively participate in the Twin Cities Career Readiness Collaborative (see attached for list of YJ01 and YJ02 partners). Additionally, we provide youth jobs participation data to the Sprockets Out-of-School Time network's shared database so that it can be included in their annual report on citywide out-of-school time participation in Saint Paul.

LOOKING AHEAD. (How do you anticipate your community will change in the coming years? How will your work and organization evolve to fit those changes? 4500 characters) – 3,496

Right Track is a response to the changing demographics of our community. Some of the major changes we see coming are:

- Shrinking labor force as baby boomers retire
- Increasing racial and ethnic diversity
- Need for talented candidates to fill positions in high-wage/high-demand career fields

According to a December 2013 report by the Minnesota Demographic Center, “Minnesota stands at a unique point in its history, where the demographic trends of an aging population and declining fertility are conspiring to dramatically slow its labor force growth, threatening to put a drag on our economic output.” The labor force growth rate will continue to slow until a low of only 0.1 percent annual average during 2020-2025. Slower labor force growth could temper economic growth and result in a decline in our standard of living because we depend on income tax revenues to pay for needed public services. In short, we need efficient and innovative workers, and we need a lot of them.

While the size of the labor force is declining, diversity is increasing. By 2040, 42 percent of working-age residents of the seven-county metropolitan region will be people of color (Metropolitan Council, 2014), and the percentage in Saint Paul will be even higher.

The Demographic Center’s report recommends six areas that Minnesota could focus on to build a strong labor force – both in numbers and in skills preparation. One of the areas is improving the educational and skills pipeline for young people, especially among fast-growing populations of color who typically have had poorer educational outcomes and less educational attainment.

The City of Saint Paul is adapting its work and organization to fit these changes by increasing our strategic focus on youth employment as an education and workforce development strategy through the launch and expansion of Right Track. As a community, our economic vitality depends on ensuring maximum participation in the workforce and providing work experience and training that prepares youth to meet the needs of tomorrow’s economy. We cannot maintain our current standard of living unless we ensure all of Saint Paul’s youth, including those from low-income families and those of color, are prepared.

Right Track partners with employers and other career readiness organizations to understand what skills young people must have to be successful in the workplace. We build training to support young people in learning and developing these skills. The MHA Labs approach offers a robust framework for training, coaching, and providing real-time feedback on skills development.

Right Track also works to create intentional pipelines into high-wage/high-demand jobs through our YJPro category. We recruit youth for Genesys Works to expose them to technology careers. We partner with Saint Paul Public Schools on their U.S. Department of Labor Youth Career Connect grant to build career academies in information technology and finance at two of high schools. We work with our own

fire department and other organizations to run the EMS Academy. Finally, the Right Track AmeriCorps VISTA will be exploring opportunities to create new YJPro opportunities based on the EMS model in the areas of commercial construction, mechanical jobs, engineering, and environmental careers. The City of Saint Paul sees Right Track as a feeder not only to community employers but to City jobs as well; ten different City departments hired YJ02 interns last summer as a first step towards diversifying the City's own workforce.

ANYTHING ELSE. (is there anything else we should know in order to understand your proposal and its potential impact for your community? 4500 characters) – 3,917

While similar in some respects to many public-private youth employment models, Right Track differs in one key way: the hands-on coaching and training model for YJ02 interns to support their success in professional environments. Our approach is "managed scale," meaning we hope to reach large numbers of youth while still offering a high level of support and coaching to ensure that every young person who completes a YJ02 internship is able to articulate the lessons he or she learned in the process and feels clear on their strengths and areas for growth in the future. This summer, we had a job coach-to-youth ratio of approximately 30:1 and we hope to stay at that level, as opposed to approximately 100:1 in other summer job programs that focus less on ongoing support.

Investing in Right Track is investing in demonstrated results and huge growth potential. This proposal focuses on expanding the number of employer-paid YJ02 professional internships. In 2013, we piloted this model with 21 youth and 14 employers. In 2014, we grew to 90 youth and 36 employers. We had to turn away employers last year because we did not have enough job coaches to support more than 90 youth. With investment from the Bremer Foundation we could grow to 200 YJ02 positions in 2015. This summer, 89 of 90 youth completed their internships, and one resigned. No one was dismissed from employment. We attribute this success to the supportive coaching model.

The City has a commitment to expanding this work in a sustainable manner. Right Track is currently staffed by three year-round employees: two City staff and one AmeriCorps VISTA. We supplement this staff with part-time summer Job Coach positions. The Mayor has proposed one additional full-time position as part of his 2015 budget, which indicates his commitment to the long-term growth of Right Track. The bulk of our overall program costs for the full Right Track pipeline come from government grants, namely Community Development Block Grant funding and the Minnesota Department of Employment and Economic Development Youth Workforce grant program. We seek foundation funds for relatively small, targeted costs and are in early stages of exploring opportunities to be able to collect individual donations.

We have been using the Mayor's platform to call attention to the need for youth jobs and career readiness experiences as a workforce development and education strategy. In 2014, we hosted the U.S. Secretary of Labor for a meeting to present Right Track and Saint Paul's partnership-based approach to career development pipelines. We organized a meeting of representatives from the City of Saint Paul, City of Minneapolis, and Minneapolis Park & Recreation Board to educate the DEED Commissioner

about the need for the state to increase its investment in youth jobs. The Mayor featured Right Track in his State of the City and budget addresses. Whenever we can, we are raising awareness about the need for action on this issue.

Every group we present to has the same reaction: “This is outstanding work! Our young people want jobs. How can we expand it to get more and better jobs for youth?” The Right Track Manager co-presented along with the Executive Director of the Boston Private Industry Council on a National League of Cities webinar aimed at introducing innovative ways to engage small businesses. Boston has been a national leader in youth jobs for more than a decade. The director heard our presentation and said, “That was one of the most impressive cases I have heard for this work. I have no doubt Right Track will grow and succeed.” An investment from the Bremer Foundation would enable us to carry forward the significant momentum we have built thus far and ensure Saint Paul continues to play a leadership role in expanding and advocating for opportunities that address the youth unemployment crisis threatening our city’s future economic success.