

COLLABORATING FOR IMPACT

Question	Progress to Date
<p>To what extent have you been able to identify and leverage high level leaders from key sectors with decision-making authority? What was the rationale for bringing them on? How are you engaging stakeholders based on your pathway strategy? Examples might include: system leaders related to your pathway strategy and/or priority populations; “power brokers” to champion/support an advocacy or communications strategy</p>	<p>Approximately 40 organizations, state agencies, and coalitions attend Collaborative meetings and 24 organizations have signed a MOU to actively participate and in some instances lead efforts on HOYC’s behalf. Hartford Opportunity Youth Collaborative (HOYC) is chaired by Mayor Pedro E. Segarra and made up of leaders in youth and workforce development committed to addressing the needs of Opportunity Youth. We are continuing to build a collaborative table that is inclusive and representative of key sectors. New members include mental health providers such as Wheeler Clinic and Hartford Behavioral Health.</p> <p>Members include:</p> <ul style="list-style-type: none"> <li>● <b>Education</b> <ul style="list-style-type: none"> <li>○ K-12 (Hartford Public Schools)</li> <li>○ Higher education (CT State Colleges and Universities)</li> </ul> </li> <li>● <b>Government</b> <ul style="list-style-type: none"> <li>○ City of Hartford</li> <li>○ Foster care (CT Department of Children and Families)</li> <li>○ Justice system (CT Department of Corrections and CT Judicial Branch – Court Support Services Division)</li> </ul> </li> <li>● <b>Philanthropy</b> <ul style="list-style-type: none"> <li>○ Hartford Foundation for Public Giving</li> <li>○ United Way of Central and Northeastern CT</li> </ul> </li> </ul> <p>Also, the region’s workforce investment board (Capital Workforce Partners) is HOYC’s backbone organization.</p>
<p>To what extent have you engaged employers in your collaborative? Examples might include: as partners at your collaborative table, engaged with your foundational programs, providing information on the regional skills gap</p>	<p>As the region’s workforce investment board and HOYC’s backbone organization, Capital Workforce Partners prioritizes employer engagement and is strengthening our effort to build strategic relationships with employers. CWP’s Future Workforce Committee primarily provides employer input and feedback on job openings, emerging pathways and policy/systems improvement.</p> <p>Additionally, employers are engaged with HOYC’s foundation programs. Examples include Adchem Manufacturing Technologies, AeroGear, AFCAMP, Altra Industrial Motion, Cutter Enterprises, Delta Industries, G&amp;R Valley, Idex, Mallery Industries, Newington Veterans Memorial Hospital, Phoenix Manufacturing, Rambua, St. Francis Health Care and Medical Center, and The Walton Company.</p> <p>Also, HOYC benefits from the employer relationships already in place with Collaborative members such as the City’s chamber of commerce (Metro Hartford Alliance) and National Fund for Workforce Solutions’ regional collaborative (Workforce Solutions Collaborative of Metro Hartford).</p> <p>HOYC has been thoughtful about how and when we engage employers at the collaborative level due to the following core principles of employer engagement:</p> <ol style="list-style-type: none"> <li>1. <b>Leverage existing employer relationships:</b> HOYC works through its</li> </ol>

Question	Progress to Date
	<p>partners to engage and build strategic, on-going relationships with employers. These relationships are key drivers for success and highly inform our career pathway system especially in the Preparation and Bridging phases.</p> <ol style="list-style-type: none"> <li>2. <b>Ensure employer value:</b> HOYC works to ensure employers experience positive benefits best demonstrated by an increased number of qualified, skilled candidates for current and projected job openings. We help to build stronger relationships with training providers, community-based organizations, and the public workforce system. Also, we work to promote policy and practice recommendations in education and workforce development made by employers.</li> <li>3. <b>Reduce employer fatigue:</b> HOYC encourages appropriate and effective engagement of employers. In order to not overly tax employers, especially smaller employers that do not have the capacity to attend multiple meetings, we work with partners to streamline employer engagement, promoting best and promising practices. Also, we make connections to partners and initiatives such that we align efforts and ensure employer voice and priorities in all of our career pathway system work.</li> </ol>
<p>To what extent, if any, have collaborative partners put resources on the table to support joint efforts? What potential resource realignment or joint funding efforts are in process? Examples might include: repurposed funding within an institution; resources [time, people, money] allocated to a cross-sector pathway for young people; in-kind resources for data collection/analysis</p>	<p>Of HOYC’s comprehensive membership, several partners made resources available to support HOYC’s priorities and efforts. They include:</p> <ul style="list-style-type: none"> <li>• Hartford Foundation for Public Giving provided \$100,000 in new, unrestricted funds to support HOYC’s planning year operations and activities.</li> <li>• Capital Workforce Partners aligned \$721,684 in WIA Youth funding to support HOYC’s foundation programs.</li> <li>• Workforce Solutions Collaborative of Metro Hartford, a regional collaborative of National Fund for Workforce Solutions led by United Way of Central and Northeastern CT, provided new, unrestricted funds to support HOYC’s foundation programs.             <ul style="list-style-type: none"> <li>○ \$60,000 to support 10 additional youth in HOYC’s foundation program in manufacturing</li> <li>○ \$50,000 to support case management in HOYC’s foundation program in health care</li> </ul> </li> </ul>
<p>What strategies/activities around youth leadership do you have or are you putting in place?</p>	<p>We are empowering youth with leadership training that addresses their challenges and provides opportunities to transform economic liabilities to economic opportunities. Youth Leaders will advocate, advise, and lead solutions to improve the prosperity of youth, our community, and local businesses. Goals include:</p> <ul style="list-style-type: none"> <li>• <b>Empowerment:</b> Youth believe that they have the trust, respect and means to influence decisions which affect them as measured by evidence of actions taken to enhance opportunities for themselves and their peers.</li> <li>• <b>Advocacy:</b> Youth advocate for real change to improve quality of life outcomes for Opportunity Youth as measured by community service, increased public awareness of Opportunity Youth issues, and the development of policy recommendations for key audiences and stakeholders.</li> <li>• <b>Mentorship:</b> Youth effectively mentor peers as measured by peer</li> </ul>

Question	Progress to Date
	<p>survey responses on helpfulness, willingness, capability, and relevance.</p> <ul style="list-style-type: none"> <li>• <b>Certification:</b> Youth successfully build youth leadership training skills as measured by attainment of certification.</li> </ul> <p>HOYC has collaborated with the City of Hartford and leading youth development providers and community-based organizations to design and develop a youth leadership development training program. Our Youth Empowerment Series (YES!) kicks off on June 21<sup>st</sup> at the Hartford Public Library. During this event, young people – especially those 18 to 24 – will learn how they can empower themselves, their peers, and their community by becoming leaders for change. YES will offer youth an opportunity to learn and implement best practices used by others across the country to address challenges that youth may face on their road to success in education and employment.</p> <p>As part of YES!, HOYC is partnering with Hartford Communities That Care, Inc. (HCTC) to provide intensive leadership training to up to fifteen (15) Opportunity Youth. This training will help youth take on leadership roles to promote education and employment success, ensure training and support services are available and easy to use, and put them and their peers on career pathways to jobs with good wages that lead to financial stability. The training curriculum will utilize core principles of youth development and encourage Opportunity Youth to advocate, advise, and lead solutions for change in workforce and educational efforts especially those around recruitment and engagement of youth, job training, nonviolence, and policy. Furthermore, the workshops will support individual career training by challenging notions of underachievement and complacency.</p>
<p>What steps have you taken to build an operational structure to manage the collaborative’s work? What has the staffing been for this work? How would you enhance the staffing for OYIF implementation?</p>	<p>Capital Workforce Partners, HOYC’s backbone organization, provides the infrastructure needed to launch and sustain this collective impact initiative. As the backbone organization, CWP performs six key functions:</p> <ul style="list-style-type: none"> <li>• Guide vision and strategy</li> <li>• Broker relationships to align activities</li> <li>• Establish shared measurement practices</li> <li>• Build public will</li> <li>• Advance policy</li> <li>• Mobilize funding</li> </ul> <p>Also, CWP plays a crucial role in supporting continuous communication and coordinating mutually reinforcing activities among participating partners.</p> <p>An employee of CWP, HOYC’s Project Director leads the Collaborative in developing and implementing a career pathway system and aligning connected infrastructure for achieving collective impact for younger workers.</p>

### Three-Year Goals for Collaborating for Impact

Goals include:

- Evolve from good information sharing and networking group to being a change agent

- Empower youth with leadership training that addresses their challenges and provides opportunities to transform economic liabilities to economic opportunities

### Benchmarks for Collaborating for Impact

By the end of year one...

- Relationship with new superintendent of Hartford Public Schools
- Commitment of engagement from HPS superintendent or deputy superintendent to become a member
- Review of the Collaborative's membership to ensure that we have the right people engaged (not just the right agencies) and outreach and build relationships as needed.
- Curriculum for youth leadership training with a focus on advocacy
- Leadership training for up to 15 youth

By the end of year two...

- Meeting with City Council to discuss how public funds could follow the student
- Commitment of engagement from key systems leaders to join collaborative

By the end of year three...

- Plan in partnership with the school system that re-engages 16 and 17 year olds and connects them to high school
- Evaluation by independent, third-party to systems building efforts and impact of the Collaborative

### Specific Next Steps for Collaborating for Impact

Next steps include:

- Share and review FSG's report "Collective Impact for Opportunity Youth" with staff and leadership
- Invite Collaborative members and backbone organization staff to participate on FSG's webinar "Evaluating Collective Impact: Assessing Your Progress, Effectiveness, and Impact" on 6/11/14
- Participate on HPS Student Internship Plan with leadership from Capital Workforce Partners
- Set up meeting with HPS superintendent

BUILDING EFFECTIVE PATHWAYS

Question	Progress to Date
<p>What have you identified as the foundational programs for your pathway development strategy? What was the rationale for selecting these programs? Examples include: program serves target population and has evidence of effectiveness; program effectively serves broad population but can be built out to serve target population</p>	<p>We are enhancing sector-based career pathways that serve Opportunity Youth, offer high school completion, and lead to credentials in growth sectors with middle-skill jobs.</p> <p>Our foundation programs include:</p> <ul style="list-style-type: none"> <li>• <b>Postsecondary:</b> Our Piece of the Pie (OPP) offers an enhanced Penn Foster Online High School program along with a circle of supports – circle of supportive service, tutoring, and an onsite computer lab. The Penn Foster program combines technology with traditional classroom support, is recognized at 95% of CT colleges, and is offered to out-of-school youth who are not a fit for traditional high school.</li> <li>• <b>Construction:</b> Capitol Region Education Council (CREC) offers a contextualized learning program that targets justice-involved high school dropouts (ages 18-24) and prepares for the GED, provides industry credentials, and provides internships. This training program uses an Integrated Basic Education and Skills Training Program (I-BEST), a nationally recognized model that develops literacy and work readiness skills.</li> <li>• <b>Health Care:</b> Blue Hills Civic Association (BHCA) partners with Capital Community College to offer an enhanced Associate Degree program for Allied Health careers. Success Coaches work with each youth to create an Individual Service Plan, and program staff offer financial aid workshops to help youth access available funding.</li> <li>• <b>Manufacturing:</b> Our Piece of the Pie partners with Asnuntuck Community College to deliver a comprehensive, contextual learning experience combined with occupational skills instruction in three certificate programs in Manufacturing Technology – Manufacturing, Welding, and Electronics. Nearly all graduates secure jobs in high-demand positions.</li> </ul>
<p>What population focus/foci will you be targeting for your pathway development? Examples include: youth without a high school diploma who are low-skill; youth without a high school credential who are higher-skill and can transition quickly to postsecondary; transitioning foster care youth; youth with a high school credential who are out-of-school/out-of work</p>	<p>By understanding the range of Opportunity Youth sub-populations, we can work with the right set of stakeholders and develop the right set of solutions for achieving impact.</p> <ul style="list-style-type: none"> <li>• <b>Justice-involved youth:</b> <ul style="list-style-type: none"> <li>○ As of 1/1/14, there were 3,148 justice-involved youth in CT. In 2012, 32% of inmates in CT were 16 to 24 years old and 14% were residents of Hartford. It is estimated that approximately 711 youth from Hartford were incarcerated in 2012. At a daily cost of \$95.06 per inmate, the state is paying \$24,686,894.37 annually to incarcerate our youth. If these youth were in comprehensive career pathway programs complete with supportive services including onsite case management at an annual cost of \$10,000 per youth, the State would save \$17,576,749.92 in one year.</li> <li>○ Furthermore, it is estimated that these youth could contribute \$16,007,779.22 in annual tax payments.</li> <li>○ Our foundation program in construction led by CREC is a</li> </ul> </li> </ul>

Question	Progress to Date
	<p>re-entry program targeting youth returning home from incarceration or placement in a detention center. Several adjustments were made to this program to appropriately serve this population especially in regards to trauma (experienced prior and during incarceration), mental health, and behavioral health.</p> <ul style="list-style-type: none"> <li>• <b>Young Parents:</b> In Hartford, 29.6% of out-of-school and out-of-work youth (or 688) were single mothers. While our foundation program in health care is currently open to Opportunity Youth meeting WIA eligibility requirements, we are working with its lead – BHCA – to specifically target Opportunity Youth with family responsibilities. BHCA has a history of effectively serving this population and will increase our penetration of this sub-population.</li> <li>• <b>Youth in or transitioning from foster care:</b> Ninety percent (90%) of out-of-school and out-of-work youth are either Latino or Black/African-American. While our foundation program in manufacturing is currently open to any Opportunity Youth, we are working with its lead – OPP – to specifically target Opportunity Youth in foster care. OPP has a strong relationship with CT Department of Children and Families (which manages the State’s foster care system) and has a history of effectively serving foster care youth. In partnership with OPP, we will begin to customize our programs to better serve this sub-population.</li> <li>• <b>Latino and Black/African-American Males:</b> Currently, we do not target any racial or ethnic group for our programs and services. However, 71% of all youth in Hartford and 90% of youth not in school and not working in Hartford are Latino or Black/AA. We are committed to working with our partners (i.e. BHCA and Center for Latino Progress) to improve accessibility and effectiveness of programs and services to better penetrate neighborhoods with high concentration of these youth and serve these sub-populations to improve life outcomes.</li> </ul>
<p>What initial steps have you taken to build out these foundational programs into supported and transparent pathways that integrate education and work experience and result in postsecondary education/career credentials, and good jobs?</p>	<p>HOYC, in partnership with our foundation program leads, build out our career pathway system, connecting programs, services, and partners to better meet youth where they are.</p> <p>Our sector-based career pathway system builds upon national models, emerging lessons from our foundation programs, and is customized to meet our needs in Hartford. It has four phases:</p> <ul style="list-style-type: none"> <li>• <b>Engagement:</b> This phase focuses on outreaching to youth and engaging them in programs and services to circle the youth with supportive services. Examples include connections to providers such as Catholic Charities, Community Renewal Team, Hartford Behavioral Health, and Wheeler Clinic. Goals are disruption of non-education and non-employment barriers such as basic needs (housing, health, food security) and others (child care, transportation, etc.) and connection to pathway programs and services.</li> <li>• <b>Preparation:</b> This phase provides basic education and skill development as well as career awareness and readiness. Examples</li> </ul>

Question	Progress to Date
	<p>include career awareness and competency training. Goals are high school diploma or GED, building of career readiness skills, and development of an individual career plan.</p> <ul style="list-style-type: none"> <li>• <b>Bridging:</b> This phase provides technical, professional, and/or college-level education as well as work experience. Examples include career-based contextualized training (i.e. I-BEST programs, etc.), pre-apprenticeship programs and internships. Goals are industry-recognized credentials and job placement.</li> <li>• <b>Retention:</b> This phase provides supports to ensure employment persistence and success. Examples include just-in-time supports and peer and professional networks. Goals are retained employment (i.e. six months, 12 months, 18 months, etc.)</li> </ul> <p>Here are key highlights of our career pathway system:</p> <ul style="list-style-type: none"> <li>• <b>Meets youth where they are:</b> No matter the geography, program, or intentionality, the system has a “no wrong door” philosophy and many doors along the pathway. Strategies and approaches within the system may differ by age and job readiness.</li> <li>• <b>Provides personalized guidance and support:</b> Supportive services are critical to youth, and therefore they are not caged in one phase. Supportive services provided throughout the system include, but are not limited to:             <ul style="list-style-type: none"> <li>○ Intensive case management</li> <li>○ Wraparound services</li> <li>○ Supports for pregnant and/or parenting youth</li> <li>○ Career and academic advising</li> <li>○ Learning communities</li> <li>○ Civic engagement and leadership</li> </ul> </li> <li>• <b>Leads to jobs with self-sustaining wages:</b> While the system has multiple exit points at successively higher levels of education and employment, it leads to jobs with wages that allow youth to take care of themselves and, if needed, their families. These jobs are usually middle-skill jobs which require more than a high school diploma but not a 4-year college degree.</li> </ul>
<p>What industry sectors have you identified as first targets for postsecondary credentials?</p>	<p>We are enhancing sector-based career pathways that serve Opportunity Youth, offer high school completion, and lead to credentials in growth sectors with middle-skill jobs.</p> <p>Our targeted industries are:</p> <ul style="list-style-type: none"> <li>• <b>Construction:</b> Jobs in construction will increase as the recession ends and varying populations move to metropolitan areas causing an increase in building demand. Construction jobs are made up of a majority of middle-skill workers with high school education or less. These jobs offer union participation and apprenticeships, and are a strong pipeline for justice-involved young workers that may not have opportunities in other industries.</li> <li>• <b>Health Care:</b> Many of the occupations in health care have the highest levels of employment and are projected to add the most jobs in CT through 2018. Many salaries for these jobs provide above living wage levels, (i.e., above 300% of poverty). Many</li> </ul>

Question	Progress to Date
	<p>positions requiring certificates and education are obtainable in less than one year.</p> <ul style="list-style-type: none"> <li>• <b>Manufacturing:</b> In CT, manufacturers have highlighted the high demand and corresponding shortage of skilled workers. As manufacturing continues to move towards a high tech environment and the aging workforce begins to retire, there is an increasing reliance on postsecondary credentials.</li> </ul>

### Three-Year Goals for Building Effective Pathways

Goals include:

- Build systems capacity to scale up best and promising practices
- Develop staff skills and capacity to better serve Opportunity Youth
- Increase penetration and participation of youth in key sub-populations
  - Justice-involved youth
  - Young parents
  - Youth in or transitioning from Foster Care
  - Latino and Black/AA Males

### Benchmarks for Building Effective Pathways

By the end of year one...

- Increased number of youth in key sub-populations participating in foundation programs
- Recommend guidelines and protocol for determining the best entry points for youth based on criteria such as barriers, need, etc.

By the end of year two...

- Web-based digital map of career pathway training and services for Opportunity Youth
- Increased number of Opportunity Youth with high school attainment, GED, or other alternative diploma
- Increased number of Opportunity Youth with post-secondary credentials

By the end of year three...

- Increased number of Opportunity Youth with job placements
- Increased number of Opportunity Youth earning income at 300% FPL or above

### Specific Next Steps for Building Effective Pathways

Next steps include:

- Prioritize opportunities to bring the career pathway system to scale
- Make recommendations on how to address administrative, regulatory, and/or policy barriers that may exist to seamless and effective handoffs between service providers and others within the pathway system
- Determine data elements needed to create digital map of career pathway training and services for Opportunity Youth



## USING DATA TO GUIDE DECISIONS AND ASSESS IMPACT

Question	Progress to Date
<p>What strategies have you used to gain a deeper understanding of the population(s) you have identified as a priority in your work moving forward? Examples include: Data sharing agreements in place or in process with appropriate systems for system-involved youth; focus groups with young people to better understand their assets and challenges; access to more detailed aggregated data from systems that touch your priority population?</p>	<p>In order to lay the groundwork for an informed discussion of solutions, HOYC, with support from the Center for Labor Market Studies (CLMS) at Northeastern University, analyzed a variety of data from 2010, 2011, and 2012, including dropout data from U.S. Census Bureau American Community Surveys, household data from the Current Population Survey, national data on GED certificate awards, and other official sources.</p> <p>The over-arching goals of the analysis were:</p> <ol style="list-style-type: none"> <li>1) Provide a clear picture of young people in Hartford including key challenges and needs               <ol style="list-style-type: none"> <li>a. Align young people in accordance to local regulations around in-school youth requirements</li> <li>b. Segregate young people according to job readiness</li> </ol> </li> <li>2) Help clarify the social and fiscal consequences of Opportunity Youth in Hartford</li> </ol>
<p>What steps have you taken to build a data-driven culture and to access and track data on the OYIF Common Indicators in your foundational programs?</p>	<p>Collaborative members agreed upon a Result-Based Accountability framework with a quality of life result “Hartford Youth achieve educational success, are employed, and are self-sufficient,” that embeds the common indicators recommended by Aspen Forum for Community Solutions. Consequently, providers serving Opportunity Youth will use the RBA framework to:</p> <ul style="list-style-type: none"> <li>• Identify strategies and indicators to which they contribute</li> <li>• Share aggregated, quantitative program data</li> <li>• Report and distribute RBA results</li> </ul>
<p>What steps have you taken to put systems into place to track outcomes of youth from foundational programs into the next step on the pathway? Examples include: leveraging state systems or the National Student Clearinghouse; data-sharing agreements with systems serving youth in your priority populations; leveraging local/regional efforts at creating data-sharing systems; leveraging WIA data infrastructure.</p>	<p>We utilize Efforts to Outcomes (ETO)<sup>™</sup>, a web-based performance management system designed to collect, aggregate and report participant-level data on outcomes, demographic and socioeconomic characteristics, skills attained, and services received across multiple agencies. ETO operates as a case management system with the capability to track real-time activities and produce participant-level and aggregate reports. The ETO platform is scalable, fully customizable, and allows partners to input data with password protection. ETO data analysis facilitates evidence-based decision-making about adjusting services to optimize performance.</p> <p>The system is fully operational and includes common measures and indicators as required by United States Department of Labor and recommended by the Aspen Forum for Community Solutions. Partner agencies were trained in the use of the system and are currently entering service and outcome data at a participant level on a timely basis. Furthermore, we have staff in place to train partner agencies, manage the data system, and support ongoing needs. Our data capabilities allow us to generate comprehensive reports on programmatic and systemic levels that best inform decision-making and assess progress.</p>

### Three-Year Goals for Using Data to Guide Decisions and Assess Impact

Goals are:

- Increased systems capacity to capture the number of youth in pathways and onramps to pathways and programs
- Annual RBA benchmark reporting on the status of Hartford's Opportunity Youth

### **Benchmarks for Using Data to Guide Decisions and Assess Impact**

By the end of year one...

- Benchmark RBA report and analysis
- Systems and staff training and development on HOYC's RBA framework

By the end of year two...

- Guidelines and, if needed, modifications to data systems to capture RBA system performance measures from partners

By the end of year three...

- Improved data collection and transparency of community progress towards agreed-upon quality of life result

### **Specific Next Steps for Using Data to Guide Decisions and Assess Impact**

Next steps include:

- Make data on the status of Hartford Opportunity Youth available on the HOYC website
- Review data availability for RBA analysis
- Outreach to youth providers and identify which system performance measures they will use to demonstrate their contribution to agreed-upon quality of life result

## LEVERAGING FUNDING TO SUPPORT AND SUSTAIN INNOVATION

Question	Progress to Date
<p>To what extent have you gained commitment for match funding?</p>	<p>Of HOYC’s comprehensive membership, several partners made resources available to support HOYC’s priorities and efforts.</p> <ul style="list-style-type: none"> <li>• Hartford Foundation for Public Giving is reviewing a proposal to provide \$400,000 in new, unrestricted funds over 4 years to support HOYC’s implementation operations and activities.</li> <li>• The City of Hartford hopes to provide \$100,000 in funding.</li> <li>• Berkshire Bank provided \$10,000 in new, unrestricted funds to support HOYC’s youth leadership development training program.</li> <li>• The Fund for Greater Hartford provided \$7,500 in new, unrestricted funds to support HOYC’s initial implementation operations and activities.</li> <li>• Capital Workforce Partners is aligning \$ 721,684 in WIA Youth funding to support HOYC’s foundation programs.</li> </ul>
<p>What is your plan for securing the remaining match funding? Please note: Match funding should be allocated to ensure there is an additional year of funding, beyond the multi-year commitment from the OYIF; the OYIF requires that the final year of match funding function as a “tail” to the OYIF multi-year resources. Please also note that you do not have to have raised all of your match, but must have a strong plan in place to do so.</p>	<p>As the backbone organization, CWP is charged with resource development to raise financial resources and increase the number of participating funders. A specific work plan was drafted, approved, and implemented by workgroup. Accomplishments to date include securing additional pooled, non-federally-sourced funding from new relationships with private funders including Berkshire Bank and the Fund for Greater Hartford.</p> <p>Additionally, CWP is strengthening local and national partnerships to leverage additional resources to serve Opportunity Youth.</p> <ul style="list-style-type: none"> <li>• CWP is working the City of Hartford to include Opportunity Youth in its budget for youth employment opportunities.</li> <li>• CWP partnered with the CT Council on Philanthropy, the statewide association of grant makers and the hub of philanthropy in CT, to create a funder affinity group for youth employment.</li> <li>• CWP hosted a local meeting facilitated by Brandeis University to identify opportunities for education and workforce alignment. Attending organizations included Hartford Public Schools and CT State Colleges and Universities.</li> <li>• CWP is leading a local workgroup to assess the viability of a Performance Partnership Pilot (P3) in Hartford that would pool federal funds and waive eligibility and reporting barriers.</li> </ul> <p>Moreover, HOYC is working to further engage the State’s administration and its leadership. HOYC will partner with state agencies to coordinate initiatives around improving the economic self-sufficiency of Opportunity Youth and promote overall alignment of state/city public funding that best leverages private investment. As a result, HOYC will have increased funding and sustainability for career pathway programs and services that align with the needs of Opportunity Youth.</p>
<p>If you anticipate major challenges in raising match funding, what is the reason?</p>	<p>While we don’t anticipate major challenges, we are aware of the following:</p> <ul style="list-style-type: none"> <li>• Hartford has a small number of private funders</li> <li>• Funders prefer to make short-term investments (less than 3 years) that lead to quantitative programmatic success</li> <li>• It is sometimes difficult to message and report on population-based results</li> </ul>

	<ul style="list-style-type: none"> <li>• There are other initiatives targeting youth employment that may require effort to ensure alignment and not competition</li> </ul>
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### Three-Year Goals for Leveraging Funding to Support and Sustain Innovation

Goals include:

- Raise \$1 million in new, unrestricted funding support systems building
- Create a funders collaborative to align funding and invest in operations and innovative pilots to improve systems that serve Opportunity Youth
- Influence policymakers to create a line item in the State budget for Opportunity Youth

### Benchmarks for Leveraging Funding to Support and Sustain Innovation

By the end of year one...

- Raise a minimum of \$150,000 from local funders to support systems building
- Align WIA funds to support Out-of-School/Opportunity Youth

By the end of year two...

- Robust funders' collaborative focusing on alignment and investment opportunities to increase education and employment gains for Opportunity Youth
- Public funds are aligned to the priorities of HOYC
- Meeting with City Council to discuss Opportunity Youth

By the end of year three...

- Funders' collaborative broadens focus to include systems building to improve life outcomes for Opportunity Youth
- Additional public funds are made available to support the priorities of HOYC

### Specific Next Steps for Leveraging Funding to Support and Sustain Innovation

Next steps include:

- Set up meeting with Connecticut Council on Philanthropy to discuss how to best organize and facilitate a funders' collaborative for Opportunity Youth
- Meet with the Mayor and City of Hartford staff to identify the best approach to engaging City Council
- Evaluate the Performance Partnership Pilot opportunity and how it could improve access and effectiveness of training and services for Opportunity Youth

CREATING POLICY AND SYSTEMS ALIGNMENT

Question	Progress to Date
<p>What key policies have you identified that serve as either challenges or opportunities for improved outcomes for Opportunity Youth?</p>	<p>We initially identified the following policy and system changes during the planning process for Opportunity Youth:</p> <ul style="list-style-type: none"> <li>• State waiver for TANF recipients to allow participation in education in lieu of work requirements</li> <li>• WIA Performance Measure waiver that acknowledges performance targets for Opportunity Youth should differ from those for youth with fewer challenges</li> <li>• College transition and success policy proposals that scale up successful models</li> <li>• Raise the Grade pilot project to improve academic achievement and reduce truancy/adverse disciplinary actions for youth in state care</li> <li>• Short-term options for Opportunity Youth that can open the door to employment with options for transitions to longer-term education/training programs</li> <li>• State policies for over-age, under-credited students               <ul style="list-style-type: none"> <li>○ Release from time-based regulations, focusing on proficiency</li> <li>○ Education finance reform where per pupil funding follows students and funding supports over-age, under-credited students</li> <li>○ Supporting “anytime, anyplace” learning options</li> <li>○ Funding a competency-based pathway pilot to develop new models</li> <li>○ Raising the compulsory school attendance age</li> </ul> </li> </ul> <p>Additionally, we decided to utilize labor market trends and emerging lessons from our foundation programs to prioritize policy issues. They include:</p> <ul style="list-style-type: none"> <li>• Key structural change components and drivers               <ul style="list-style-type: none"> <li>○ The “substitution effect of capital for labor”</li> <li>○ Slow lost jobs recovery and new jobs generation compared to the nation as a whole</li> <li>○ Greater use of “temporary workers”</li> <li>○ Increased use of a “flexible/just-in-time” workforce</li> <li>○ Increasing skills mismatch between employer need and employee skills</li> <li>○ Demographic trends including aging and quality of the future labor force</li> </ul> </li> <li>• Emerging lessons from foundation programs               <ul style="list-style-type: none"> <li>○ Most, if not all, Opportunity Youth are eligible for programs supported by public funds, but many cannot provide the necessary documentation in order to be certified</li> <li>○ Opportunity Youth need access to programs that provide</li> </ul> </li> </ul>

	<p>youth strong social supports and prepare them for onramp programs</p> <ul style="list-style-type: none"> <li>○ The new GED requires increased digital literacy skills and may prove difficult to pass</li> <li>○ Opportunity Youth can be involved in multiple programs and systems, but eligibility, performance, and funding may vary between programs and systems</li> </ul>
<p>What strategies have you put into place to address any of the identified barriers, if any?</p>	<p>In order to more effectively promote system change and collaboration, HOYC leverages several existing efforts to identify opportunities and promote policy, practice, and legislative change to resolve system barriers and increase the adoption, replication, and scaling up of effective practices.</p> <p>These existing groups include:</p> <ul style="list-style-type: none"> <li>● WIB Future Workforce Committee</li> <li>● WIB Consortium of Elected Officials</li> <li>● Career Advancement Committee of the CT Employment &amp; Training Commission (State WIB)</li> <li>● Move Up! – a regional partnership that identifies and implements opportunities to strengthen Greater Hartford’s adult literacy system to ensure that adults of all ages are ready for success in college or employment</li> <li>● Campaign for a Working CT – a statewide coalition promoting economic competitiveness through building worker skills and advancing self-sufficiency             <ul style="list-style-type: none"> <li>○ Building the future workforce through work-based learning</li> <li>○ Improving the skills of youth through career pathway programs</li> </ul> </li> </ul> <p>In addition to the groups listed above, the Collaborative has done the following to build awareness of and promoting changes to disrupt barriers:</p> <ul style="list-style-type: none"> <li>● Participated on a panel for a visit from Dr. Brenda Dann-Messier, Assistant Secretary for Career, Technical, and Adult Education (U.S. Department of Education)</li> <li>● Provided support to Raised Bill 366: “An Act Concerning the Erasure of Records in Delinquency and Family with Service Needs Matters.”</li> <li>● Attended “Raising the Grade: Improving Educational Opportunities for Youth in State Care”, a youth-led discussion on the educational challenges facing young people in the care of the Department of Children and Families (Foster Care) or residing in Court Support Services facilities</li> <li>● Partnering with key stakeholders to assess the fit and viability of a Performance Partnership Pilot (P3) in Hartford which may include waivers for participant eligibility so that more Opportunity Youth could participate in training and services</li> </ul>
<p>What policy strategies, if any, have you considered and/or pursued for leveraging funding streams for pathways?</p>	<p>In an effort to increase funding for Opportunity Youth, HOYC leverages several existing efforts as mentioned above. Also, the Collaborative has done the following to align and leverage resources for pathways:</p> <ul style="list-style-type: none"> <li>● Partnered with the WIB Future Workforce Committee to allocate</li> </ul>

	<p>\$721,684 in WIA funds to assist Hartford Opportunity Youth.</p> <ul style="list-style-type: none"> <li>• Worked in partnership with the Mayor and his staff; the City of Hartford has pledged \$100,000 to implement the collaborative’s plan (pending approval by the City Council).</li> <li>• Partnered with Workforce Solutions Collaborative of Metro Hartford, a regional collaborative of National Fund for Workforce Solutions, to leverage the comprehensive youth development system already in place and provide additional resources to scale up programs that connect under-attached and disconnected youth to education, training, and career opportunities.</li> <li>• Participated in the “Youth Employment Symposium” hosted by State Representative Toni Walker to share the impact of the State’s Youth Employment Program supported by both public and private funds.</li> <li>• Partnering with key stakeholders to assess the fit and viability of a Performance Partnership Pilot (P3) in Hartford to identify and demonstrate cost-effective strategies to provide services to Opportunity Youth.</li> <li>• Identified a potential new venture with Department of Corrections to use education as prevention and add career readiness training and resources to incarcerated youth, many of whom do not have a high school diploma and have reading levels at or below second grade.</li> </ul>
<p>If you have identified system-involved youth as a priority, what steps have you taken, if any, to secure institutional/systems changes needed for improved outcomes for this population of Opportunity Youth?</p>	<p>As mentioned previously, we are targeting (1) youth in and transition from foster care and (2) justice-involve youth. To date, we have heavily relied on existing relationships our foundation program leads have with Department of Children and Families (Foster Care) and Department of Corrections/Court Support Services Division. In partnership with the program leads, we are currently reviewing how the collaborative can add value and play a role in promoting system-level changes for improved outcomes for these key subpopulations.</p>

### Three-Year Goals for Creating Policy and Systems Alignment

Goals include:

- Advocate for coordinated approach to serving Opportunity Youth involved in multiple systems
- Advocate for career-based, contextualized learning
- Encourage the State to adopt a career pathway system modeled on HOYC’s efforts and design
- Promote the management of Title I and II funds for basic education be moved from the K-12 system and given to regional councils that prioritize high school attainment for those over 18 years old

### Benchmarks for Creating Policy and Systems Alignment

By the end of year one...

- Plan in place for a Performance Partnership Pilot for Opportunity Youth in Hartford
- Systems partner meeting(s) on Opportunity Youth on how to best serve targeted subpopulations
- Public report on contextualized learning strategies for Opportunity Youth in partnership with Move Up!, the region’s partnership that identifies and implements opportunities to strengthen Greater Hartford’s adult literacy system to ensure that adults of all ages are ready for success in college or employment

By the end of year two...

- Systems partner meeting on Opportunity Youth on education including partners from Hartford Public

Schools, Adult Education, and CT State Colleges & Universities

- Career pathway system report targeting local and state agencies and policy makers

By the end of year three...

- Plan in partnership with the school system that re-engages 16 and 17 year olds and connects them to high school
- Evaluation by independent, third-party to systems building efforts and impact of the Collaborative

### **Specific Next Steps for Creating Policy and Systems Alignment**

Next steps include:

- Host meeting with community stakeholders on Performance Partnership Pilots for Opportunity Youth
- Convene Collaborative members to formalize recommendations on system change/reform
- Partner with Move Up! to host a meeting on contextualized learning strategies and outcomes