

Effective Pathways Committee Meeting

December 2, 2015 / 10:00 am to 11:30 am

United Way (30 Laurel Street, Knox Board Room)

Agenda

- 10:00 am Introduction
- Welcome and introductions
 - Goals for the meeting
- 10:15 am Career Pathways Digital Map
- Key purpose(s) of the map
 - Structure
 - Information to include
 - Process for keeping the map current
- 11:00 am Approach for Developing Recommendations
- Cross-over youth (involved in more than one “system”), target populations
 - Discussion by phase (e.g., recruitment and engagement)
 - Adding value / connections at multiple exit points
- 11:20 am Summary and Next Steps
- Assignments / tasks
 - Next meeting / schedule of meetings
- 11:30 am Adjourn

Handouts

- Committee Meeting Notes, 10/29/15
- Effective Pathways Committee Profile (draft)
- Excerpt from Asset Mapping presentation

Effective Pathways Committee Meeting Notes

December 2, 2015 / 10:00 am to 11:30 am

Participants

Deb Batsie (Wheeler Clinic), Anthony Cherolis (Center for Latino Progress), William Clark (Workforce Solutions), Quishema Jones (Blue Hills Civic Association), Kim Oliver (Capital Workforce Partners), Maryanne Pascone (CREC), Hector Rivera (OPP), Alice Turner (URISE), and Dave Bechtel (Cross Sector)

Introduction

Participants introduced themselves and Dave reviewed the agenda for the meeting. The main goal is to start developing a digital map for the Career Pathways framework, drawing on the data collected this past spring on pathways programs for Opportunity Youth. The committee will also start to discuss recommendations for building a career pathway system.

Career Pathways Digital Map

Dave reviewed discussions of the map from the October Pathways meeting. Participants suggested using the Career Pathway framework as the starting point with links to organizations and programs by phase (e.g., Recruitment & Engagement).

Participants then discussed different options for developing the digital map. Main themes include:

1. **Target Audience and Product.** Ideally, the map will be useful for both staff and youth. While it may not make sense to create two separate products – one for staff and one for youth – the existing framework can be made more youth-friendly and accessible to a range of audiences. It is important that the tool be simple to understand and use.

Participants agreed to ask young people in their programs for feedback on the language and presentation of the existing conceptual framework.* Youth can also suggest how to disseminate information on pathway programs via social media or other mechanisms. One challenge is how to reach youth who are not engaged in programs, who may have different feedback on effective communication strategies.

* See <http://youthreconnect.org/wp-content/uploads/2014/07/09-Attachment-2-Career-Pathway-System.pdf> for the full model and <http://youthreconnect.org/pathways/> for the basic framework.

2. **Using the Map.** Staff can work with and coach youth to identify programs and services as they advance along the career pathway. The map can help with networking across organizations and programs as youth exit and enter the pathway at different points. For example, youth may be looking for a next step that the existing program / agency does not offer.

Participants suggested that the map might serve as a starting point for connecting youth to a new program. Staff and youth can call the contact person at the program to explore whether the program is a good fit and then schedule an appointment. This personal contact can ensure that youth are not being inappropriately referred (e.g., do not meet criteria) and address issues with information that may be out-of-date (see below for other strategies to update the information).

3. **Connection with 211.** A quick search of 211 indicated that most of the Opportunity Youth pathway programs are not in their database. The Committee should connect with 211 to explore ways to share data and utilize the 211 system if possible for helping youth navigate the system. For example, Move Up discussed having a 211 Specialist for adult education / literacy services who could help adults schedule initial appointments. Could 211 serve as the source for more detailed information on programs (with a link to 211 from the digital map)? Could 211 refer youth and staff to the digital map?
4. **Information to Include.** The map can include:
 - a. Description of the program
 - b. Location of the program
 - c. Participation criteria / requirements (although participants noted challenges in succinctly defining the criteria for programs with multiple or changing funding sources)
 - d. Start and end dates for program cycles
 - e. Contact information (name, organization, phone, email)
 - f. A link to the program website (if available) or the organization website
 - g. Consider including an optional questionnaire (or decision tree) that helps identify promising programs that match youth needs and interests, to make it a more curated experience
 - h. Consider including a form that youth can complete online to help with making the connection to a program (e.g., background information, help schedule appointment)
5. **Updating the Map.** The group discussed different options for keeping the information up-to-date, noting that some of the information from the spring 2015 survey was already out-of-date. Suggestions included:
 - a. Creating an online form that programs can complete. Such a form could be posted automatically to the map or go to a moderator before being updated on the map.
 - b. Contacting programs quarterly to update program information as needed (this could be done in conjunction with the online form). This might be a good project for an Opportunity Youth intern. Kim noted that this process can be expensive (from her experience at Cigna) and agreed to explore the idea of an intern further and report back to the committee at the next meeting.
6. **Feedback on the Framework.** Tony suggested including a feedback loop from completion of the Career Pathway back to Recruitment & Engagement – by building in mentoring opportunities for youth as they exit the system. Many programs include a mentoring component by professionals. Youth exiting the system are moving into professional roles, and could act as mentors who help engage and recruit Opportunity Youth just starting on the pathway. Peers are often effective recruiters / gatekeepers for programs.

Recommendations for Building the Career Pathway System

Participants briefly discussed policy barriers and strategies for building connections across organizations and systems. Key themes include:

- **Cross-over youth (involved with multiple systems).** There are often challenges in getting different systems to work together. Young parents involved with JFES and WIOA face barriers to participation

in pathway programs. For example, if the young person enrolls in the manufacturing program at Asnuntuck Community College, this is not an allowable activity under JFES and puts their JFES benefits at risk. To address this challenge, Asnuntuck could be added as an approved training provider (which has different implications for reporting requirements), or state policy could be revised to include community college programs as allowable activities under JFES.

- **Engaging Systems and Organization for Referrals.** DCF and Juvenile Justice have resources to send youth to college / training programs, but may provide a voucher with no support. As a result, youth are more likely to drop out of college. Deb suggested connecting with Regional Action Council (RAC) the [Hartford System of Care](#). The System of Care includes many of the key agencies and organizations working with opportunity youth (e.g., DCF, Probation, mental health agencies, social service providers). These organizations are looking for resources for their clients. HOYC can present the career pathway programs (and map) to the collaborative as first step in educating them on resources for Opportunity Youth.
- **Hartford Opportunity Fair.** Hold an annual fair with all of the programs to help recruit youth, promote the map, and connect staff across organizations and programs. The fair could be held after a Hartford System of Care meeting (at the Village for Children and Families) or at a more central location like the Hartford Public Library, and include employers as well as programs.

Next Steps

Assignments (to be completed before the January meeting):

1. Committee members who work with Opportunity Youth will get feedback and suggestions from youth on how to present the Career Pathway map and information.
2. Dave will review 211 data on career pathways programs for Opportunity Youth.
3. Kim and Dave will contact the United Way to discuss ways to connect the digital map with 211.
4. Kim will explore options for updating the digital map, including hiring an OY intern.
5. Committee members can forward Dave descriptions of any new programs for Opportunity Youth that have been started since the spring 2015 survey.

Future Meetings:

Wednesday, **January 27, 2016**, 1:00 pm to 2:30 pm, United Way

Wednesday, **February 24, 2016**, 1:00 pm to 2:30 pm, United Way

Wednesday, **March 30, 2016**, 1:00 pm to 2:30 pm, United Way

Committee Charge	<p>The Effective Pathways Committee seeks to build an effective career pathway system for opportunity youth. Key sub-populations include: justice-involved youth, young parents, youth in or transitioning from foster care, and Latino and Black/African-American youth.</p> <p>In 2015-16, the Committee will:</p> <ul style="list-style-type: none"> ▪ Create a web-based digital map of career pathway training and services for Opportunity Youth ▪ 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 ▪ Start to develop tools and resources in conjunction with the Committee’s work
Members	<ul style="list-style-type: none"> ▪ Deb Batsie, Wheeler Clinic ▪ Ren Brockmeyer, Move Up! ▪ William Clark, Workforce Solutions ▪ Flor De Hoyos, CREC ▪ Paula Gilberto, United Way ▪ Lee Hunt, Blue Hills Civic Association ▪ Raul Irizarry, Center for Latino Progress ▪ Courtenay Jackson, Urban League ▪ Alex Johnson, Capital Workforce Partners ▪ Judy McBride, Hartford Foundation for Public Giving ▪ Estella Morales, Hartford Adult Education ▪ Alpha Nicholson, Hartford Adult Education ▪ Kim Oliver, Hartford Opportunity Youth Collaborative ▪ Hector Rivera, OPP ▪ Chanda Robinson, OPP ▪ Tami Schweikert, Hartford Job Corps ▪ Alice Turner, URISE ▪ Sandra Ward, Hartford Public Schools
Member Commitment	<ul style="list-style-type: none"> ▪ 4-5 meetings will be convened during the year [10-12 hours meeting time] ▪ Members will be expected to commit an additional 8-10 hours of time to review information prior to meetings and/or complete tasks prior to the next meeting
Sources of Information	<p>The primary sources of information the Committee will use will include local and national reports on career pathways, research summaries, and surveys.</p>
Staff Support	<p>Committee staff will: a) disseminate meeting notices and coordinate meeting logistics; b) prepare meeting summaries; c) coordinate and/or staff data collection / research efforts; and d) work with members to develop Committee products and recommendations.</p>
Relationship with the Collaborative	<p>The Committee will interact with the Hartford Opportunity Youth Collaborative as follows:</p> <ul style="list-style-type: none"> ▪ Update the full Collaborative at its quarterly meetings ▪ Submit its recommendations to Collaborative for discussion and approval
Schedule of Meetings	<ul style="list-style-type: none"> ▪ October 29, 2015, 8:30 am to 10:00 am, Capital Workforce Partners ▪ December 2, 2015, 10:00 am to 11:30 am, United Way ▪ Future meetings to be scheduled

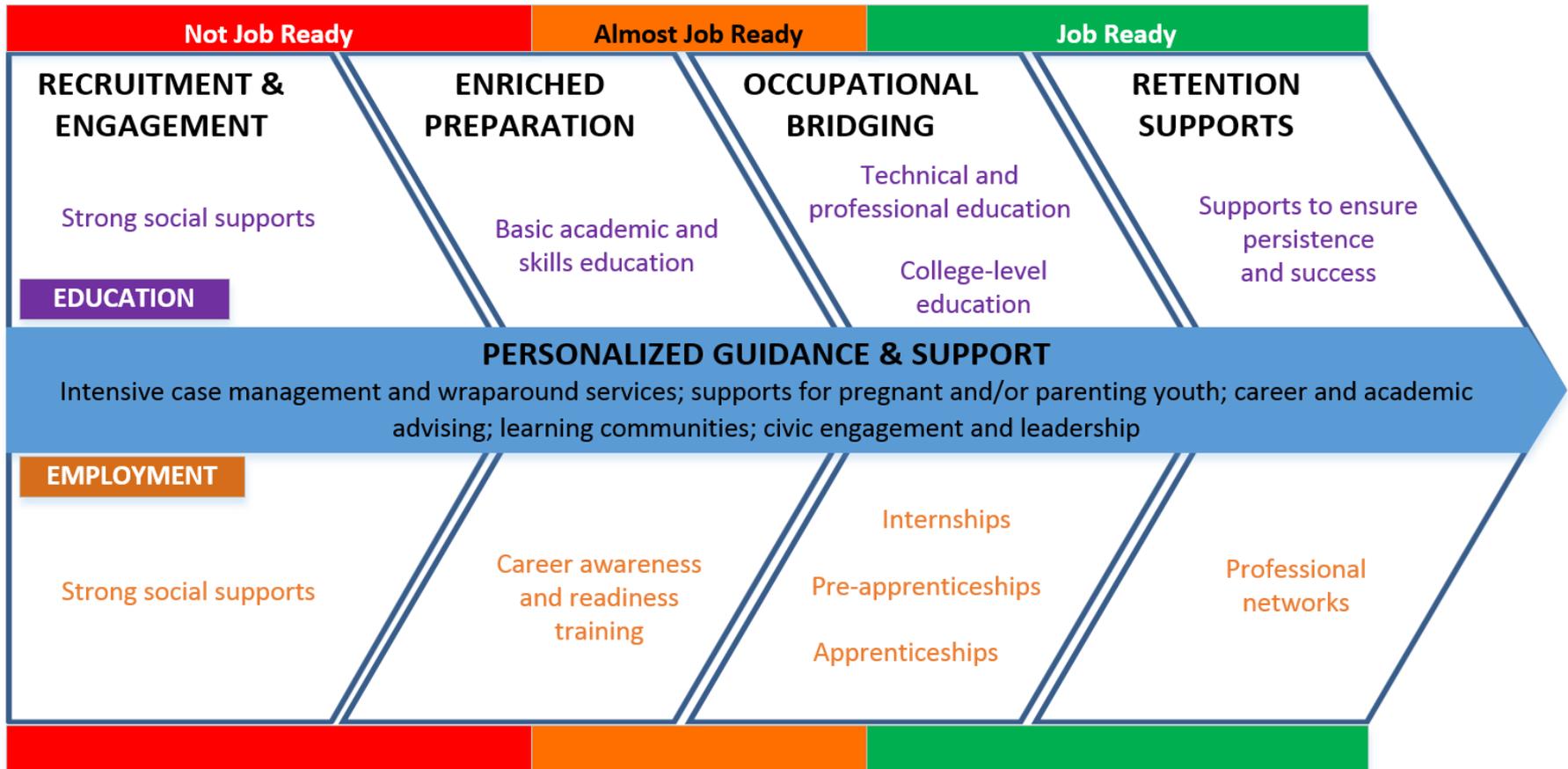
System Challenges and Opportunities

- **On-Ramps.** How can we help potential *Recruitment and Engagement* sites connect OY to career pathway programs? Support OY not ready to engage in pathway programs?
- **Sustained Support.** How can we connect youth to needed services over time, when youth may resist “starting over” with new staff? Structure the system to ensure consistent and sustained *Personalized Guidance and Support* for a youth?
- **Re-engagement.** How can we support re-engagement of youth who “stop out” of programs?
- **Programming Instability.** How do we develop the system in an environment where programs may come and go?
- **Quality.** How can we help programs use best practices? How can we help programs develop partnerships that capitalize on each program’s strengths / expertise?

Effective Pathways Workgroup

- Connect HOYC and Workforce Solutions collaboratives
- Develop team approach to engaging/guiding OY, and engage natural supporters as mentors
- Leverage Pathways Navigator at Move Up – visit programs and make connections to younger youth and to adult systems
- Research best practices and draw on existing resources (SIF coach, collaborative members)
- Engage high schools to address barriers to college
- Investigate options for sharing data including “digital badges” and membership cards that track attendance

Mapping Career Pathway System



Recruitment and Engagement Programs

- [COMPASS Peacebuilders](#)
- [Project Longevity](#)
- [YWCA Hartford](#)
- [YMCA of Greater Hartford](#)
- [Center for Latino Progress](#)
- [Our Piece of the Pie \(OPP\)](#)
- [Urban League of Greater Hartford](#)
- [Hartford Public Library / YOUmedia](#)
- [Blue Hills Civic Association](#)
- [Hartford Job Corps Academy](#)

Approximately
600 OY engaged
in 2014-15

Enriched Preparation Programs

- Penn Foster High School Diploma (OPP)
- Opportunity High School
- Community Education Program (Urban League)
- YOUmedia (HPL)
- Pathways to Careers Initiative (OPP)
- Hartford Job Corps Academy
- Hartford Adult Education
- Boys Club at CJTS (BGCH)
- FREE (Catholic Charities)
- STRIVE (Career Resources Inc.)
- The Value in You (ANT Business Concepts)
- GED / Construction Program (CREC)

Approximately
1,000 OY served
in 2014-15

Career Bridging Programs

- Allied Health (BHCA and CWEALF)
- BHEST (BHCA)
- Pathways to Careers Initiative (OPP)
- Hartford Job Corps Academy
- Hartford Adult Education
- GED / Construction Program (CREC)

Approximately
600 OY served
in 2014-15

Retention Support Programs

- BHEST (BHCA)
- Pathways to Careers Initiative (OPP)
- Hartford Job Corps Academy

Recruitment and Engagement Hubs

- These institutions attract large numbers of people seeking to advance their education / careers, or large numbers of young people via their programs and resources

YOUmedia (Hartford Public Library)

YOUmedia Hartford is a space where teens explore, express and create using digital media. YOUmedia's core philosophy is that youth are best engaged when they're following their passions, collaborating with others and being makers and doers. As such, YOUmedia is dedicated to helping teens discover and explore their passions in a resource rich space. High school students can access laptops, mobile devices, game systems, image and video editing software, maker tools, a sound booth and respectful and tech-savvy mentors dedicated to supporting their growth as digital creators. Additionally, students may request resources, form their own project groups or connect with other library departments to further personalize their learning experience. Students from 13-19 are welcome and YOUmedia Hartford is free.

The Library also has a program for youth who are legal permanent residents that encourage them to apply for citizenship when they turn 18. And the Library is starting the Career Online High School Program (initially for adults ages 25+) to earn their diploma online (10-12 scholarships available initially).

Project Longevity

Project Longevity is a Community and Law Enforcement initiative to reduce serious violence in New Haven, Bridgeport, and Hartford. Project Longevity is modeled after successful efforts implemented in communities across the country, and uses a unique combination of Community Involvement, Social Services, and Focused Policing to positively influence group dynamics. Project Longevity calls in group members to receive a very important message from Law Enforcement and Community Representatives: 1. Group members are valued members of the community; 2. Violence will no longer be tolerated in our community and must stop; and 3. We will provide support in securing a range of needed services to help you avoid engaging in criminal activity.

Group members are presented with a range of services if they want to transition from the gang lifestyle: Addiction Services; Medical/Mental Health Treatment; Educational Opportunities; Housing; Employment; and other social service.

Lastly, a clear message is conveyed explaining that the next group to commit homicide, or the most violent group overall, will be met with the full force of the law and all of their group members will receive focused attention from members of local, state, and federal law enforcement who will work together to disrupt and dismantle such groups.

Allied Health (BHCA and CWAEALF)

One of the priorities of Blue Hills Civic Association (BHCA) is empowering women through education and employment. BHCA partners with CWAEALF to help women ages 18 to 24 pursue careers in allied health. In 2014-15, we helped 35 participants secure Certified Nursing Assistant certificates or degrees by paying for certificate courses and helping them apply for financial aid for degree programs, and followed up with job-readiness training and assistance in finding employment.

The Value in You (ANT Business Concepts)

This is a career readiness training program that helps people gain and maintain employment. Depending on the contract, it runs from 6 - 15 weeks, and includes an entrepreneurship component and work-site internships.

Programs have included summer youth program (with the City), a school-year program through DCF, and a planned program with Hartford Adult Education.

YWCA Hartford

YWCA Hartford is dedicated to eliminating racism, empowering women and promoting peace, justice, freedom and dignity for all. YWCA is helping women and girls bridge the educational, career and financial gaps and prepare them for life-long stability and economic security by creating opportunities one woman at a time.

The YWCA has a number of programs that engage young women in Hartford and the region, but not a specific program for Opportunity Youth. The Young Women's Leadership Corps works with 8 high schools, including 2 in Hartford. A number of young women in the Hartford program are at risk of dropping out.

The YWCA did have a Teens as Successful Parents program in East Hartford, and may re-launch this program in the future.

Community Education Program (Urban League)

The Community Education Program provides underserved individuals in Greater Hartford with Adult Basic Education (ABE), GED preparation, and English as a Second Language (ESL) services in the context of career preparation. The program provides education and training for clients to gain high school credentials and to improve reading, writing, mathematics, and English language skills, with instruction based on Common Core State Standards and contextualized to match the needs of employers in the Greater Hartford region. The goal of the program is to assist students to succeed in attaining post secondary education, training, and career ladder jobs, enabling them to advance to family-sustaining employment and to become financially stable and independent.

The program targets individuals with multiple barriers to achievement, including ex-offenders, the homeless and English language learners, with a special emphasis on individuals who will benefit from an integrated basic education and skills training approach. The program also targets disconnected youth who are not in school or working and youth with gang involvement or those at risk of gang involvement. Youth in these cohorts are provided with programming to enable them to gain high school credentials, enroll in and succeed in post secondary education, and obtain jobs, to assist them to become contributing members of society.

Penn Foster HS Degree Program (OPP)

The Penn Foster High School Diploma Program is executed under the Academic Services Department of OPP's Pathways to Success program model. Penn Foster High School is one of the largest regionally and nationally accredited online high schools in the United States. The goal is to help youth that were unable or unsuccessful in conforming to a traditional school structure/schedule to attain a nationally accredited diploma with a personalized/flexible approach, so that they can enter into the workforce or continue their training in a career or college of their choosing. Although Penn Foster students get 24/7 online support, students physically come to OPP to receive one-on-one academic supports (such as tutoring, test preparation, problem-solving, confidence & skills building, and critical and reflective thinking).

Because the Penn Foster Diploma Program is individualized and self-paced, the length of the program is tailored to the students academic needs. OPP Youth Development Specialists assist the youth in obtaining their official transcript from the last school the youth attended, submits the transcript for evaluation, and Penn Foster determines the actual number of transfer credits to be awarded (up to 16) and the course structure.

Pathways to Careers Initiative (OPP)

Note: The Pathways to Manufacturing Initiative (PMI) has evolved to Pathways to Careers Initiative (PCI), which includes three career pathways: Manufacturing, Allied Health and Insurance & Finance.

PMI is a collaboration between OPP and Asnuntuck Community College Manufacturing Technology Program. Our goal is to create and train a pipeline of urban youth that are prepared to enter into and compete for manufacturing careers where they can earn a livable wage and ultimately escape poverty. We offer a host of supports and services within this program structure. Students receive supports, services, and training at Asnuntuck and OPP. Asnuntuck offers a one-year certification program.

Opportunity High School (OPP)

Opportunity High School is a partnership between Our Piece of the Pie (OPP) and Hartford Public Schools. We provide the youth development supports to student who are over aged and under credited. The goal of our program is to help the students who may have not been successful in their previous traditional school and obtain their high school diploma within 2 to 2 1/2 year period, and then go on to a post secondary setting (college, vocational skills training or part time employment leading to full time employment).

Hartford Job Corps Academy

The Job Corps program is for low-income youth ages 16-24 that are in need of additional educational training including vocational, high school diploma (HSD), and independent living. The goal of the Job Corps program is to teach students employability skills as well as train them to obtain their HSD, complete a trade and earn their drivers license. We provide a wide range of services that include: vocational training, HSD/GED training, Driver's Education training, recreation activities, and residential living.

We have both residential and non-residential slots – students who enter without a HSD will be entered into a HSD or HSE program. Students select one of four career technical training programs (Insurance Services, Advanced Manufacturing, Nurse Assistant, and Certified Medical Assistant). We offer nationally recognized, 3rd party credential in each program. We also offer extensive case management services, as well as career transition/placement and follow up services.

Adult Education Center Hartford

The Adult Education Center serves all adults in the city of Hartford. We follow the district calendar and offer:

General Education Development (GED), National External Diploma Program (NEDP), English as a Second Language (ESL), and American Citizenship. A full-time school social worker, full-time college & career counselor, and certified teachers deliver education and guidance. Employment opportunities are posted.

In 2014-15, Hartford Adult Education served approximately 250 youth ages 16 to 24.

FREE (Catholic Charities)

F.R.E.E. (Fostering Responsibility, Education and Employment) provides service to youth aged 15-19 who are on parole. The goal of FREE is to foster responsibility in youth so that they seek and maintain employment and pursue education. Services provided by FREE include employment training and monitoring, educational advocacy.

Peacebuilders (COMPASS)

The mission of Peacebuilders is to increase the peace on Hartford streets by mediating individual and group conflicts and linking youth who are immersed in violence to resources and supports that lead them to a more positive lifestyle. Overall program goals are: 1: To reduce the incidences of individual and group violence on the streets; 2: To link youth who are immersed in a lifestyle of violence to resources and supports necessary to lead them to a more productive outcome; and 3: To create a culture change in Hartford that changes the way youth, community members, and professionals view and respond to incidents of violence.

Peacebuilders staff work with the Hartford community to build relationships with disconnected youth. The overall goal is to stabilize and empower youth by providing services, connecting to additional services and school, reduce violent behaviors, and in most case develop leaders within the community. To this end, COMPASS has created a network of partners that work together to provide services while enrolled in Peacebuilders programming and provide service upon completion of the yearlong Peacebuilders program. In addition, during crisis, Peacebuilders work in partnership with the Hartford Police Department and Saint Francis Hospital, where they are deputized and provide services to families in the emergency room and treatment settings.

STRIVE (CRI)

STRIVE is a unique three-week attitudinal job readiness course in a simulated work environment, emphasizing personal accountability; includes case management, job leads and two years of follow-up support. STRIVE serves youth ages 18+.

CRI had a 3-year DOL grant for STRIVE Youth that ended on February 28, 2015. For youth aged 14 to 24 involved with the juvenile justice system and living in high-poverty census tracts, STRIVE Youth offered STRIVE attitudinal job readiness training, internships, mentoring, and vocational training and job placement. Youth participated on a rolling enrollment basis and completed 25 activities over the course of several months.

GED / Construction Program (CREC)

The program uses contextualized instruction in teaching the GED and for the construction theory classes. Our goal is for our students to obtain their GED and find either employment (hopefully in the construction trades) or post-secondary education. Our program runs for 24 weeks, with a 140-hour paid internship at a construction site. Students also receive certifications in OSHA 10, CPR and First Aid, Blueprint Reading, Aerial and Forklift operations. The program also pays for driving school instruction classes and all DMV fees. Incentives are given for GED and Employment attainments as well as certification attainments.

Boys Club at CJTS

The Boys and Girls Club of Hartford (BGCH) runs a Boys Club program at the CT Juvenile Training School (CJTS), where we serve approximately 200 youth each year who are detained in a juvenile detention center. The Club at CJTS provides the young men with programming and support services that focus on character-building, leadership, responsible fatherhood, and productive re-entry into society. The teens also attend regular school during their time at CJTS.

BHEST (BHCA)

Blue Hills Employment and Skills Training Program (BHEST) joins community-based organization Blue Hills Civic Association (BHCA) with higher education partners Capital Community College and Manchester Community College, implementing the Postsecondary / Career Bridging “Back on Track” intervention and serving both young men of color and young parents. Capital and Manchester deliver the postsecondary instruction components of BHEST, credit-bearing degree programs in nursing, medical assisting, paramedic studies, radiologic technology, and physical therapy, among others. BHEST participants earn nationally recognized certifications and/or degrees from Capital and Manchester and achieve placement in entry level Allied Health positions with employers that regularly engage with BHCA.