



# Transitioning to Implementation

MAYOR PEDRO E. SEGARRA

**Welcome**

KIM OLIVER

# Progress to Date

# Collaborating for Impact

## Progress to date

- Engaged 40 organizations with 24 organizations signing a MOU
- Leveraged partner relationships with employers
- Partners put resources on the table to support joint efforts
- Built an operational structure to manage the collaborative's work

## Implementation Goal

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

# Formalizing Youth Leadership

## Progress to Date

- Learned from 37 youth in focus groups
- Informed by survey of 269 youth
- Designed and developed a youth leadership development training program

## Implementation Goal

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

# Youth Leadership Training

## Key Components

- Core principles of youth development
- Training designed to empower youth to take on leadership roles
- Support for youth career training
- Presentations at regional and national youth leadership conferences

## Targeted Outcomes

- Certification
- Empowerment
- Advocacy
- Mentorship



# Building Effective Pathways

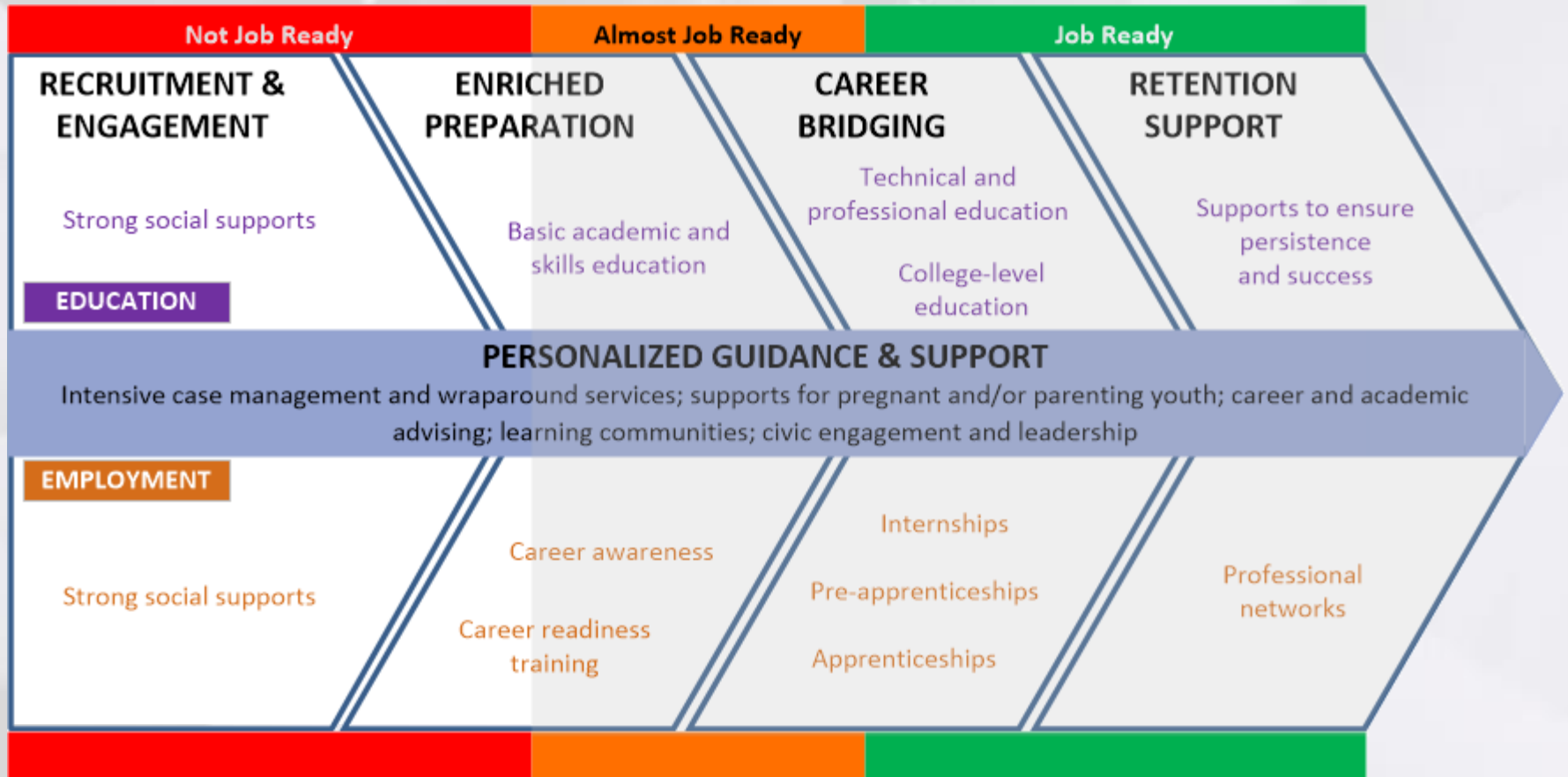
## Progress to Date

- Supported and enhanced career pathways programs
  - Postsecondary
  - Construction
  - Health Care
  - Manufacturing
- Designed a career pathway system that builds upon national models, emerging lessons from our foundation programs, and is customized to meet our needs in Hartford

## Implementation Goals

- Build systems capacity to scale up best and promising practices
- Develop staff skills and capacity to better serve OY
- 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

# Career Pathway System





# Using Data to Guide Decisions and Assess Impact

## Progress to Date

- Analyzed a variety of data to gauge the level of the crisis in Hartford
- Rolled out Efforts to Outcomes (ETO)<sup>™</sup> to collect, aggregate and report participant-level data
- Agreed upon a Result-Based Accountability framework

## Implementation Goals

- Complete and distribute RBA benchmark reporting
- Provide systems and staff training and development

# RBA Framework Indicators

**Result:** Hartford Youth achieve educational success, are employed, and are self-sufficient.

	Educational Success	Employment	Self Sufficiency
<b>Primary Indicators</b>	<ul style="list-style-type: none"> <li>• % with an Associates' degree or better</li> </ul>	<ul style="list-style-type: none"> <li>• Unemployment Rate</li> </ul>	<ul style="list-style-type: none"> <li>• % at or above 300% of Poverty Level</li> </ul>
<b>Secondary Indicators</b>	<ul style="list-style-type: none"> <li>• % at or above goal on 3rd grade CMT</li> <li>• 4 year graduation rate</li> <li>• % requiring remedial or developmental coursework in college</li> </ul>	<ul style="list-style-type: none"> <li>• % employed</li> <li>• Unemployment Rate (18-24 years old)</li> <li>• Labor Force Participation Rates</li> </ul>	<ul style="list-style-type: none"> <li>• % students on free and reduced lunch</li> </ul>
<b>Additional Indicators</b>	<ul style="list-style-type: none"> <li>• % opportunity youth (% youth 16-24 that are not in school or working)</li> <li>• % youth that:                             <ul style="list-style-type: none"> <li>– Do not have stable housing</li> <li>– Are parents</li> <li>– Are justice involved</li> <li>– Have a behavioral or mental health issue</li> <li>– Have a history of substance abuse</li> </ul> </li> </ul>		

# RBA Framework Measures

**Result:** Hartford Youth achieve educational success, are employed, and are self-sufficient.

Strategies	System Performance Measures (Cross program)
Youth Recruitment and Engagement	<ul style="list-style-type: none"><li>• Number and % of opportunity youth served</li><li>• % of youth with identified case manager</li></ul>
Enriched Preparation	<ul style="list-style-type: none"><li>• % opportunity youth with employment plan</li><li>• % opportunity youth needing GED/HS Diploma receiving GED or high school diploma</li></ul>
Occupational Bridging	<ul style="list-style-type: none"><li>• % of opportunity youth with a work experience before age</li><li>• % of opportunity youth moving to training, college</li><li>• % of those that move to credit-bearing college coursework</li><li>• % of opportunity youth completing long-term training/apprenticeships</li><li>• % of opportunity youth placed in permanent jobs</li></ul>
Retention Supports	<ul style="list-style-type: none"><li>• % of youth served that remain enrolled in college or remain employed</li></ul>

# Leveraging Funding to Support and Sustain Innovation

## Progress to Date

- Secured \$100,000 from Aspen
- Secured \$100,000 from Hartford Foundation
- Secured \$10,000 from Berkshire Bank
- Secured \$7,500 from The Fund for Greater Hartford
- Aligned \$721,684 in WIA Youth funding

## Implementation Goals

- 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 OY
- Influence policymakers to create a line item in the State budget for OY

# Creating Policy and Systems Alignment

## Progress to Date

- Leveraged existing efforts to identify opportunities and promote policy, practice, and legislative change

## Implementation Goals

- Advocate for coordinated approach to serving OY involved in multiple systems

# Policy & Systems Alignment

# Scaling Up & Sustainment

- What are some best/promising practices we have observed this year?
- How can we build awareness of these practices?
- How can we increase the adoption, replication, and scaling up of these practices?

# Change Agent

- How can we use our collective influence on system leaders?
- What changes in our environment must we consider in our efforts?
- What would be the most effective way to interact with each other to ensure we can affect system change?



# Wrap Up & Final Thoughts

# Hartford OPPORTUNITY YOUTH Collaborative

[The Opportunity](#)[About Us](#)[Pathways](#)[Youth Leadership](#)[Results-Based Accountability](#)[Supportive Policies](#)[Blog](#)[Contact Us](#)

## The Opportunity

Youth, especially the **1 in 4** youth who are between 16 and 24 years old and do not have their high school diploma or have a high school diploma but are not in school and not working (Opportunity Youth), can either create economic liabilities or economic opportunities for themselves, taxpayers, and society as a whole.

Opportunity Youth in particular can face multiple hurdles including parenting, disabilities, mental and physical health problems, incarceration or criminal records, homelessness, food insecurity, domestic violence, etc. The decisions they make today have far-reaching consequences for both their adult livelihoods and our community. They are **less likely to be employed**, more likely to rely on government supports, more likely to be involved in criminal activity, and more likely to have poor health.



## Aspen Forum for Community Solutions

As part of the Aspen Opportunity Youth Incentive Fund, HOYC was awarded a \$100,000 grant, receives ongoing technical assistance, and is a member of Aspen's national learning community to help Hartford effectively develop a comprehensive plan to improve the life outcomes of our Opportunity Youth.

Hartford  
**OPPORTUNITY YOUTH**  
Collaborative  
MAY 29, 2014 ♦ LYCEUM

## **COLLABORATIVE CHARGE**

This collaborative develops a shared vision among partners, builds public will to address overarching issues, and provides feedback and input on the development of a full-scale, multi-year, comprehensive implementation plan for Hartford's Opportunity Youth.

## **GOALS**

- ♦ Review progress to date.
- ♦ Learn about implementation goals and timeline.
- ♦ Provide feedback on next steps for implementation.
- ♦ Provide input on policy, practice, and legislative efforts.

## **PRE-MEETING READING MATERIALS & HANDOUTS**

- ♦ Minutes from previous meeting
- ♦ Aspen Progress Report and 3-Year Implementation Plan

## **AGENDA**

### **I. Welcome from Mayor Pedro E. Segarra**

1:00 PM - 1:10 PM

### **II. Progress to Date**

1:10 PM - 1:30 PM

### **III. Policy & Systems Alignment**

1:30 PM - 1:45 PM

### **IV. Wrap Up & Final Thoughts**

1:45 PM - 1:55 PM

### **IV. Adjournment**

1:55 PM - 2:00 PM

# Collaborative Meeting Notes

MARCH 13, 2014

Hartford  
**OPPORTUNITY YOUTH**  
Collaborative

**CHAIR PERSON:** Mayor Pedro E. Segarra

## MEMBERS

Asnuntuck Community College  
Blue Hills Civic Association  
Boys and Girls Club of Hartford  
Capital Community College  
Capital Workforce Partners  
Capitol Region Education Council  
Career Resources/STRIVE  
Catholic Charities Archdiocese of Hartford  
Center for Children's Advocacy  
Center for Latino Progress  
Charter Oak Group  
City of Hartford  
Compass  
CT Association of Human Services  
CT Central State University  
CT Department of Children and Families  
CT Department of Corrections  
CT Judicial Branch  
    (Court Support Services Division)  
CT Juvenile Justice Alliance  
CT State Colleges and Universities  
Hartford Communities That Care

Hartford Consortium for Higher Education  
Hartford Foundation for Public Giving  
Hartford Job Corps  
Hartford Police Department  
Hartford Public Library  
Hartford Public Schools  
Hispanic Health Council  
House Representative  
Leadership Greater Hartford  
    - Third Age Initiative  
Metro Hartford Alliance  
Move Up!  
Our Piece of the Pie  
Project Longevity  
The Village for Children and Families  
United Way of Central and Northeastern CT  
Urban League of Greater Hartford  
Wheeler Clinic  
Workforce Solutions Collaborative  
    of Metro Hartford  
YMCA of Greater Hartford  
YWCA Hartford Region

## BACKGROUND

Hartford Opportunity Youth Collaborative (HOYC) chaired by Mayor Pedro E. Segarra, is a member of The Aspen Institute's Opportunity Youth Network, and is comprised of leaders in youth and workforce development committed to the planning and implementation of a full-scale, multi-year, comprehensive plan to address the needs of Opportunity Youth in the region.

## AGENDA

8:30 a.m.	Welcome & Networking
8:45 a.m.	Results-Based Accountability
9:15 a.m.	Progress to Date
9:45 a.m.	Wrap Up & Final Comments
10:00 a.m.	Adjourn

## ACTIONS

- ✓ RBA framework accepted with modifications to footnotes

# Collaborative Meeting Notes

MARCH 13, 2014

## KEY OBSERVATIONS & CONCLUSIONS

1. Welcome & Networking
  - a. Mayor meeting with Bill Gates today.
  - b. Looking to further partnerships and opportunities for youth and Hartford.
2. Results-Based Accountability
  - a. All strategies feed into the RBA framework
    - i. Want to show a chain of evidence from program to system to population
    - ii. Amendment requested to clarify foot notes 1 and 4
  - b. Supply side statement
    - i. Want to include demand side - so should also meet the needs of businesses
      1. May want to add an employer engagement strategy
      2. Involve them on the front end so that they have ownership
      3. Need to figure out how to get broader – inclusive and beyond MetroHartford Alliance
      4. Pipe in efforts as they develop (mayor - H2C)
    - ii. Ensure system performance measures that reflect the sector-base work
      1. Opportunity to connect those dots on existing, active work
      2. We have the labor market data that demonstrates where demand exists
        - a. Transportation
        - b. Energy
        - c. Hospitality
        - d. Manufacturing
        - e. Health care
        - f. Construction
3. Progress to date
  - a. Ad Hoc Committee developed framework for Youth Leadership Program
    - i. Connected to the career pathway system
    - ii. Workshops/training to empower youth
      1. Utilizes core principles of youth development
      2. Encourage youth to advocate, advise, and lead solutions for change
      3. Supports youth's individual career training
    - iii. Opportunities for youth to participate, learn, and lead presentations at regional and national conferences
  - b. RBA Framework
    - i. Quality of life result is "All youth are self-sufficient, employed, and achieve educational success."
    - ii. Indicators include unemployment rate, educational attainment, and self-sufficiency
    - iii. System performance measures align with career pathway system strategies
  - c. Career Pathway System
    - i. Meets youth where they are
    - ii. Four strategies that can overlap and be combined
    - iii. Integrates both education and employment
    - iv. Multiple exits but leads to self-sufficiency

**NEXT MEETING:** The next meeting will be held in May 2014.



## **APPLICATION FOR IMPLEMENTATION FUNDING APRIL 2014**

### **I. OVERVIEW**

The Aspen Institute Forum for Community Solutions is soliciting proposals for Implementation funding from communities that have received Development funding from the Opportunity Youth Incentive Fund in 2013. The Fund seeks to demonstrate the positive impact of cross-sector collaboratives on the options and life outcomes of young adults (aged 16-24) who are insufficiently attached to the education and workforce systems and seek new pathways to credentials and careers. Specifically, the OYIF works to: 1) demonstrate higher rates of reconnection to education and employment among opportunity youth and future generations; 2) catalyze the adoption of effective approaches in education and career attainment leading to family-sustaining careers for opportunity youth who are struggling to overcome structural and social inequities; and, 3) leverage systems and policy changes at local, state and national levels to remove systems barriers and enable increased adoption, replication and the scaling up of these approaches, including the provision of tools and strategies for communities and the field.

In 2013, the Aspen Institute Forum for Community Solutions selected nineteen communities for 12-month planning grants (Development funding) to take first steps in developing a cross-sector collaborative facilitated by a backbone that focuses on improving outcomes for opportunity youth; determining first targets for building pathways to postsecondary credentials for opportunity youth, and taking initial steps in building those pathways; gathering and analyzing data on the local opportunity youth population to determine need and developing a strategy to track the progress of youth on the OYIF Common Indicators; and where possible, determine policy targets that could support improved outcomes for opportunity youth.

Under this next round of competition, the OYIF will select communities from among the Development grantees to receive funding for Implementation grants. These communities will receive awards from Aspen Institute of up to \$500,000 over three years, with a required 1:1 match. The match, which can be raised over a period of four years, must be new revenue and cannot include in-kind resources. Potential grantees do not have to have secured the match in order to receive an award. However, proposals must include a comprehensive plan for raising the match with a strong likelihood of success.

The OYIF is led by a Leadership Council comprised of the investors in this effort and a number of national experts from the field. The Council and its subcommittees exercise oversight of key investment decisions, as well as of the Common Indicators by which grantee progress will be tracked.

## II. TIMELINE

Below is a timeline for the Opportunity Youth Incentive Fund selection process:

Release of RFP to invited communities	April 28, 2014
Bidder's conference (at OYIF April convening in Los Angeles)	April 23, 2014
Proposals due	June 2, 2014
Feedback memos to communities requiring modifications to their plans	June 30, 2014
Feedback phone calls with communities requiring modifications to their plans	Week of July 7
Final revised proposals due	July 16, 2014
Final selection of OYIF Implementation grantees	Week of July 21, 2014
Fall convening of the OYIF communities in Aspen, CO	October 27-29, 2014

## III. AREAS OF WORK

The Opportunity Youth Incentive Fund has identified five areas of work that selected communities will take on as part of this initiative. The five areas of work are as follows:

- Collaborating for Impact
- Building Effective Pathways
- Using Data to Guide Decisions and Assess Impact
- Leveraging Funding to Support and Sustain Innovation
- Developing Supportive Policies

Participating communities will be expected to assess their progress to date and set goals in each of these areas of work. Given that the bulk of the Development grantees' work to date has been in the areas of Collaborating for Impact, Building Effective Pathways, and Using Data to Guide Decisions and Assess Impact, we expect that reports on progress in the first three areas will be more robust than in the last two areas. We do expect successful applicants to have robust goals and clear next steps in all five areas of work. In Appendix A

are self-assessment and planning tools that applicants are expected to use and send in with the narrative of the proposal.

## **IV. COMPONENTS**

### **A. Grants**

Under the Opportunity Youth Incentive Fund, up to eighteen communities will be selected for Implementation grants. Implementation grants are for up to \$500,000 over three years, with a required 1:1 match. Implementation grants will be made to backbone organizations working with existing collaboratives that have participated in the OYIF through a Development grant. Appendix D outlines specific selection criteria.

### **B. Learning Community**

Implementation grantees are expected to participate in a national learning community with virtual and in-person opportunities to share lessons and challenges. Forms of cross-site learning will include:

*1) Cross-site learning convenings of community collaboratives and backbone/grantee organizations*

Twice per year, OYIF will convene communities for cross-site learning institutes. These institutes will be for teams from each community; communities will be expected to send between three and eight participants, depending on the size of the community (final numbers TBD). Grantees will pay for travel out of their grant funds.

Cross-site learning institutes will delve deeply into common lessons and strategies emerging from the work of the sites, and address common challenges encountered at the local level. Workshops will be tailored to address the areas of work of the initiative and will be accompanied by role-alike sessions for specific roles of collaborative partners. Selected grantees may be invited to participate as workshop leaders for some portion of the institutes to enhance the cross-site learning.

*2) Strategy calls for site leads from each community*

The OYIF will periodically organize conference calls of site leads from each participating community to assist them in staying focused on strategic action to accomplish the goals of the initiative.

*3) Webinars*

OYIF and JFF will organize webinars for grantees on topics emerging from the initiative as common challenges. These webinars will be optional and will be focused on specific areas of work of the initiative that merit additional support and cross-site learning.

*4) Web-based digital forum for peer learning and tool-sharing*

In collaboration with FSG, the Aspen Forum has developed a web-based collaborative workspace that can serve as the digital forum for communities taking a collective impact approach to improving outcomes for OY. Grantee sites will be invited to share emerging tools and materials, and collaborate on-line with peers across sites in problem-solving.



### **C. Common Indicators Framework and Third-Party Evaluation**

The Opportunity Youth Incentive Fund seeks to demonstrate how community collaboratives can improve outcomes for opportunity youth, and will assess the extent to which the initiative demonstrates lower rates of disconnection from education and employment among opportunity youth.

All participating sites will gather data using a set of common indicators to assess both the progress of the collaborative in creating the kinds of policy and system changes required to provide new opportunities and pathways for opportunity youth and the impact of these opportunities and pathways on reconnecting opportunity youth to education and the labor market.

The expectation is that the collaborative's members will take collective responsibility for gathering the data on the opportunity youth they have agreed to follow. Collaboratives are also welcome to identify additional indicators they may wish to track based on their particular priorities (for example, if young people transitioning out of foster care are a priority, the collaborative may also want to gather data on the results of efforts to gain stable housing for these youth). The specific indicators OYIF is requesting all sites to gather information/data on are described in Appendix E.

The OYIF has secured an evaluator to partner with the Aspen Forum and JFF team to conduct a multi-year evaluation of the OYIF initiative. The goals for the evaluation are three-fold and include: 1) to assess and provide ongoing feedback on the performance of the Aspen Forum and JFF team as national intermediaries to support continuous improvement of the overall initiative; 2) to assess the impact of the OYIF's learning community; and 3) to evaluate the collective impact model as an effective strategy for building pathways to education and career-track employment for opportunity youth.

With these overall learning goals in mind, the evaluation will take place in two phases: 1) a 12-month design phase that will culminate with the evaluation plan; and, 2) an implementation phase that will evaluate the OYIF overall and will take place over years two – four of the initiative with a wrap-up year to follow. All Implementation communities will participate in the evaluation. OYIF/JFF will work closely with the evaluator and grantees to ensure tight coordination and alignment between the evaluation and the Common Indicators work to reduce any redundancy in efforts.

## **V. PROPOSAL AND SELECTION PROCESS**

Development grantees will report on their progress for the Development year, and their goals for the Implementation phase, using the tools in the Appendix. While we recognize that the bulk of the work in the Development year was focused on Collaborative, Pathways, and Data, we are asking that you report on progress and set goals for the Implementation phase in all areas.

Proposals are due June 2, 2014. All proposals will be reviewed by two reviewers. Based on the initial review, some applicants will be required to make changes to their proposal plans. These sites will receive a feedback memo by June 30 that outlines the changes required, and site leads (and partners they wish to include) will participate in a phone call with the Aspen/JFF team to talk through the required changes during the week of July 7. Final revised proposals are due by July 16. Upon receipt of the final revised proposal, the team and the OYIF Leadership Council will make a final decision about funding the week of July 21.

Each applicant will be provided a link to their community's Dropbox folder ([www.Dropbox.com](http://www.Dropbox.com)) to upload a pdf of the proposal, including all attachments. A link to your community's Dropbox folder will be provided by Friday, May 25, 2014. If you have any questions please contact Monique Miles at [Monique.Miles@aspeninstitute.org](mailto:Monique.Miles@aspeninstitute.org). Any questions regarding the content of the proposal can also be sent to Monique Miles.

## **VI. PROPOSAL APPLICATION**

Proposals should not exceed ten pages excluding the executive summary, completed progress and three-year plan tools, list of members of the collaborative, and appendices. Proposal should be single-spaced, in a font no smaller than 11 points.

Your proposal should include the following:

- Cover letter
- Executive summary (up to two pages)
- Proposal text: summary of strategy (up to ten pages)
- Completed progress report and three-year plan tools
- List of participants in the collaborative
- Budget and budget narrative
- Letters of commitment
- No more than three other attachments

Each of these components is described below.

### ***Cover Letter***

Please include a cover letter when you submit your proposal, signed by the head of the backbone organization. The letter should briefly describe the proposed project, state the amount requested, indicate the organization that will receive the grant, and state the organization's commitment to the initiative.

### ***Proposal Executive Summary (Maximum Two Pages)***

In the Executive Summary, you should briefly:

- Identify the backbone organization
- Identify the amount requested
- Identify the cross-sector collaborative and key leaders engaged in the collaborative
- Summarize the number and types of pathways that you have in place for the

- opportunity youth population that serve as the building blocks for this effort
- Summarize your proposed activities and strategies, including for building out your pathways for opportunity youth, and your proposed funding streams
- Summarize your policy targets

***Proposal Text (Maximum 10 Pages For Both Parts)***

*Part 1. Summary of Strategy*

In this section, you should summarize your strategy across all areas of work. In preparing this section, you should refer to your completed tools. As you address your strategy for each area, please also discuss how you will ensure that the work in each area is not siloed, but is part of a coherent strategy for opportunity youth in your community. Explain how your work across all five areas aligns and is mutually reinforcing.

Please begin by summarizing your three-year goals and consider the following questions in your narrative summary:

- How will you strengthen your collaborative, including both membership and operations, to ensure you achieve your goals and objectives?
- How will you identify and engage specific partners/key stakeholders in your collaborative efforts in a way that leverages strategic moments and opportunities? In particular, how will you engage employers in your collaborative?
- What does your data reveal to you about the different segments of the OY population in your community and how has that influenced your strategy?
- How does the data on your opportunity youth population, and your mapping of your existing pathways for opportunity youth, drive your strategy for enhancement and development of pathways?
- If you have identified a specific subpopulation(s) of OY (e.g., foster care, homeless, court-involved) as an initial priority focus for your pathway development, which one(s) have you chosen and why?
- What specific steps will you take to undertake your pathway development, and how are you utilizing collaborative members – and particularly employers – to do so?
- What labor market information are you using to ensure that your pathways address the skills gap by leading to credentials that have value in the regional labor market?
- How will your policy/advocacy strategy support your effort to improve outcomes and create new pathways for opportunity youth?
- Looking at the programs and pathways you have in place, and that your collaborative will develop and/or expand, what do you expect to be your outcomes regarding the number of opportunity youth earning postsecondary credentials and reattaching to the labor market? How will your workplan result in achievement of these outcomes?
- Across all five areas, what do you anticipate to be your biggest challenges and your biggest opportunities?

*Part 2. Support Needs of Site*

The Opportunity Youth Incentive Fund will continue to create a robust learning community among grantee sites through productive cross-site convenings, to be held twice per year,

through webinars, 1:1 consultation calls and through the web-based hub. The convenings and webinars will focus on the areas of work of the initiative: Collaborative and Backbone, Pathways, Data Capacity, and Policy.

In your budget, please be sure to include travel costs for 5-7 members of your collaborative to attend twice-yearly learning institutes.

In this section, please identify what you anticipate will be your most pressing site support and technical assistance needs. You should use the results of your Reporting and Planning Tools to complete this section. You may use the chart below to guide your answers.

Area of Work	Anticipated Questions/Challenges
Collaborative and Backbone	
Pathways	
Outcomes and Data Capacity	
Match for Innovation	
Policy	

### ***Self-Assessment And Planning Tools***

Please begin your proposal process by completing the self-assessment and planning tools, which are in the Appendix.

- There are five tools; one for each area of work.
- You may complete the tools with bullet points rather than full text.
- We intend these tools to be used for an honest self-assessment of your progress during the Development year and your plans going forward. We'd also like you to submit them with the proposal. Our intent is to prompt careful assessment and ambitious planning, while allowing for communities to be true to their local context.

Once you have completed the self-assessment and planning tools, you should turn to the other areas of the proposal.

### ***List Of Participants In The Collaborative***

Please include a list of all members of your collaborative, with name, title, organization, and contact information.

### ***Budget And Budget Narrative***

See budget tools in Appendix.

### ***Letters Of Commitment***

You should include at least two letters of commitment from key partners in your collaborative.

## **VI. APPENDICES**

*Appendix A: Self-Assessment and Planning Tools for Implementation Grants*

*Appendix B: List of Participants in the Collaborative*

*Appendix C. Individual Budget Tools for Implementation Grants*

*Appendix D: OYIF Proposal Scoring Rubric*

*Appendix E: Common Indicators*

## ADDITIONAL OPPORTUNITY THAT WOULD ALLOW FOR PROGRAM FUNDING

### Proposal Overview

#### Submission by Jobs for the Future and the Aspen Forum for Community Solutions To the Corporation for National and Community Service's Social Innovation Fund

Jobs for the Future (JFF), as implementation partner for the Opportunity Youth Incentive Fund (OYIF), and in partnership with the Aspen Forum for Community Solutions (Aspen), is proposing to expand and deepen OYIF's work in up to 12 low-income communities across the nation through a four-year, \$8 million grant from the Corporation for National and Community Service's Social Innovation Fund (SIF). \$8 million in federal dollars will be matched by \$8 million in investments by national and regional philanthropic partners joining together in the OYIF to accelerate the creation of collaborative, community-based strategies that address the barriers faced by opportunity youth – especially men and boys of color - in reconnecting with education and employment pathways, thus reducing risky behaviors and rates of violence.

Through the SIF program, the OYIF will strategically invest in a collective impact approach to drive the implementation of evidence-based interventions that accelerate advancement to educational credentials and employment for vulnerable 14 – 24 year olds who are unattached or under-attached to school and work. This social innovation strategy will deeply engage local civic and institutional leaders, private and public funders, and the organizations that work most closely with vulnerable youth in developing pathways that dramatically improve education and employment outcomes for this vastly underserved population. The SIF OYIF program sites will serve the range of populations included within opportunity youth – including those who are homeless, in foster, care, or involved in the juvenile justice system, with a high percentage of participants being men and boys of color. In response to the President's recent call to action through the My Brother's Keeper Initiative, the SIF OYIF Program will specifically track progress for men and boys of color.

Within eight months after the federal grant award, the OYIF SIF program will competitively select up to 12 sites as SIF subgrantees. In each site, a high performing local nonprofit will serve as the "backbone" organization to a cross-sector collaborative committed to a collective impact approach that will expand pathways for opportunity youth. Over the four year project period, the local backbone organization and collaborative will plan and implement evidence-based "Back on Track" interventions – enriched academic preparation, postsecondary bridging, and career pathway supports. To support implementation, each site will receive a SIF subgrant of approximately \$200,000 to \$300,000 per year, which will be matched 1:1 by locally-raised funds – a dramatic increase in implementation resources available for OYIF sites selected for the SIF program.

In addition to funding, each selected site will receive comprehensive technical assistance from JFF and Aspen through the duration of the grant. This assistance will include: individualized site coaching to support the development, implementation, and tracking of each community's strategic action plan; assistance with data collection and use; cross-community learning opportunities, including access to subject matter experts and sharing of best practices; and assistance in meeting the requirements of a rigorous third-party evaluation, which will be designed to build the body of strong evidence in support of interventions for opportunity youth.