

Hartford
OPPORTUNITY YOUTH
OCTOBER 1, 2014 ♦ LYCEUM Collaborative

WORKGROUP CHARGE

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

GOALS

- ◆ Review progress to date.
- ◆ Review Aspen implementation award.
- ◆ Better understand our benchmarks and how to contribute to turning the curve.
- ◆ Learn about the P3 opportunity.

PRE-MEETING READING MATERIALS & HANDOUTS

- ◆ Minutes from the previous meeting
- ◆ Aspen OYIF - Purpose of Implementation Grant Exhibit (Year 1)
- ◆ Aspen OYIF - SIF Project Description
- ◆ Youth Leadership Development Training Program Flyer
- ◆ Performance Partnership Pilots Fact Sheet
- ◆ RBA Framework

AGENDA

I. Welcome & Introductions

8:30 AM - 8:35 AM

II. Progress to Date

8:35 AM - 8:50 AM

III. Partner Updates

8:50 AM - 9:00 AM

IV. Message from Mayor Segarra

9:00 AM - 9:10 AM

V. Results-Based Accountability

9:10 AM - 9:35 AM

VI. Performance Partnership Pilots

9:35 AM - 9:50 AM

VII. Wrap Up & Final Thoughts

9:50 AM - 9:55 AM

VIII. Adjournment

9:55 AM - 10:00 AM

Collaborative Meeting Notes

MAY 29, 2014

Hartford
OPPORTUNITY YOUTH
 Collaborative

CHAIR PERSON: Mayor Pedro E. Segarra

MEMBERS

Achieve Hartford!	Hartford Behavioral Health
Asnuntuck Community College	Hartford Communities That Care
Blue Hills Civic Association	Hartford Consortium for Higher Education
Boys and Girls Club of Hartford	Hartford Foundation for Public Giving
Capital Community College	Hartford Job Corps
Capital Workforce Partners	Hartford Police Department
Capitol Region Education Council	Hartford Public Library
Career Resources/STRIVE	Hartford Public Schools
Catholic Charities Archdiocese of Hartford	Hispanic Health Council
Center for Children's Advocacy	Metro Hartford Alliance
Center for Latino Progress	Move Up!
City of Hartford	Our Piece of the Pie
Compass / Peacebuilders	Project Longevity
CT Association of Human Services	The Village for Children and Families
CT Central State University	United Way of Central and Northeastern CT
CT Department of Children and Families	Urban League of Greater Hartford
CT Department of Corrections	Wheeler Clinic
CT Judicial Branch (Court Support Services Division)	Workforce Solutions Collaborative of Metro Hartford
CT Juvenile Justice Alliance	YMCA of Greater Hartford
CT State Colleges and Universities	YWCA Hartford Region
Hartford Adult Education	

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

12:30 p.m.	Lunch & Networking
1:00 p.m.	Welcome from Mayor Segarra
1:15 p.m.	Progress to Date
1:45 p.m.	Wrap Up & Final Comments
2:00 p.m.	Adjournment

ACTIONS

- Policy & Systems Alignment discussed deferred to ad hoc working group

Collaborative Meeting Notes

MAY 29, 2014

KEY OBSERVATIONS & CONCLUSIONS

1. Welcome from Mayor Segarra
 - a. Lowest unemployment rate in 7 years; however, we still have many pockets in our city where the rate is much higher
 - i. Situation of hopelessness
 - ii. Cyclical poverty
 - b. We can make a difference by...
 - i. Being grounded in community
 - ii. Being involved in multiple levels to leverage to create opportunity
 - c. We need to...
 - i. Connect the threads
 - ii. Align efforts and services to needs
 - iii. Be clear on the issues we are going to resolve
2. Progress to date
 - a. Aspen proposal for an implementation grant was submitted.
 - b. Implementation goals include:
 - i. Collaborating for impact
 1. Evolve from good information sharing and networking group to being a change agent
 2. Empower youth with leadership training that addresses their challenges and provides opportunities to transform economic liabilities to economic opportunities
 - ii. Building effective pathways
 1. Build systems capacity to scale up best and promising practices
 2. Develop staff skills and capacity to better serve OY
 3. Increase penetration and participation of youth in key sub-populations
 - a. Justice-involved youth
 - b. Young parents
 - c. Youth in or transitioning from Foster Care
 - d. Latino and Black/AA Males
 - iii. Using Data to Guide Decisions and Assess Impact
 1. Complete and distribute RBA benchmark reporting
 2. Provide systems and staff training and development
 - iv. Leveraging Funding to Support and Sustain Innovation
 1. Raise \$1 million in new, unrestricted funding support systems building
 2. Create a funders collaborative to align funding and invest in operations and innovative pilots to improve systems that serve OY
 3. Influence policymakers to create a line item in the State budget for OY
 - v. Creating Policy and Systems Alignment: Advocate for coordinated approach to serving OY involved in multiple systems
3. Policy & Systems Alignment
 - a. We should develop recommendations on what we should do about system change/reform recognizing that the system is fragmented and not as effective as we want it to be.
 - b. We need special outreach to the State and other public funders.
 - c. We need more time to discuss what systems change means and determine our role.

Collaborative Meeting Notes

MAY 29, 2014

4. Partner Updates

- a. Hartford Business Journal reported there are 48 open slots in manufacturing.
- b. Move Up!'s annual meeting is on
- c. Workforce Solutions Collaborative of Metro Hartford was awarded \$80,000 from the National Fund for Workforce Solutions for a learning project on how industry partnerships can inform career training programs for disconnected youth.
- d. Hartford Adult Education is graduating 150 students next week.
 - i. Interest in improving coordination and handoffs to occupational training programs.
- e. Career Resources received a grant from U. S. Department of Labor for 14 to 24 year olds.

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



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EXHIBIT A—PURPOSE OF GRANT – HARTFORD, CT

The Recipient agrees to administer the initiative in accordance with the provisions set forth by the Forum in the Opportunity Youth Incentive Fund Request for Proposals dated April 28, 2014.

This grant, and any interest income earned thereon, will be used for the specific purpose(s) as described in the Recipient's proposal to the Forum dated June 2, 2014. The Recipient agrees to be responsible for the following deliverables as put forth in the proposal, with a focus on Year 1 benchmarks for each area of work:

Collaborating for Impact	<ul style="list-style-type: none"> 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
Building Effective Programs and Pathways	<ul style="list-style-type: none"> 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.
Using Data to Guide Decisions and Assess Impact	<ul style="list-style-type: none"> Benchmark RBA report and analysis Systems and staff training and development on HOYC's RBA framework
Developing Supportive Policies	<ul style="list-style-type: none"> 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
Leveraging Funding to Support and Sustain Innovation	<ul style="list-style-type: none"> Raise a minimum of \$150,000 from local funders to support systems building Align WIA funds to support Out-of-School/Opportunity Youth

Student Level Outcomes

Based on the number of Opportunity Youth in your community and based on your proposal, we have identified the following metric goal of youth reconnecting across the systems in your community for the period of September 1, 2014 through August 31, 2015: **200 youth**.



SIF OYIF Brief Project Description

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 the most vulnerable opportunity youth – especially men and boys of color - in reconnecting with education and employment pathways.

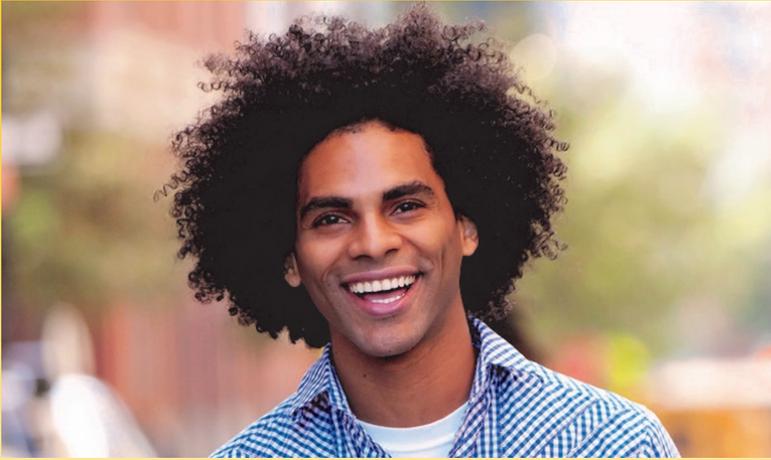
Through the SIF program, the OYIF will strategically invest in a collective impact approach to drive the implementation of evidence-based interventions that accelerate advancement to educational credentials and employment for vulnerable 14 – 24 year olds who are unattached or under-attached to school 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 (including education, youth development, workforce development, faith based, and health and human services organizations; public care and custodial systems; as well as employers, industry groups, labor unions, and community training providers), in developing pathways that dramatically improve education, employment and health 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. See a list of current OYIF funded sites, here: <http://aspencommunitysolutions.org/the-fund/communities/>.

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. The initiative will demonstrate how quality pathways to education and employment success create healthier communities and dramatically reduce rates of violence for vulnerable men and boys of color OY populations.

The SIF represents an opportunity for a high leverage (better than 6:1 match), low risk/high return, investment for a few lead national foundations that are seeking to jump start significant resources on behalf of proven pathways to opportunity for low income youth and young adults. Together, we can significantly shift the projected life trajectory for a rising generation of vulnerable youth, including millions of young men and boys of color.



EMPOWER YOURSELF

Hartford OPPORTUNITY YOUTH Collaborative

ANNOUNCES A NEW LEADERSHIP TRAINING PROGRAM!



This 8-month training program will give you the skills and knowledge you need to be a leader for yourself, your peers, and your community. As part of a city-wide initiative, you will help to ensure education, job training, and support services are accessible and effective to you and your peers.

Potential activities include:

- Peer listening sessions
- Meetings with Federal, State, and local elected officials
- Peer surveys and reports on public funding for youth
- Local, state, regional, and national conferences



**YOU WILL LEARN
HOW TO ADVOCATE,
ADVISE, AND LEAD
SOLUTIONS FOR CHANGE
IN WORKFORCE AND
EDUCATION**

This training program is made possible in part by the generous support from:



TRAINING GOALS

- **Empowerment:** Gain the means to influence decisions that affect you
- **Advocacy:** Influence real change to improve quality of life outcomes for you and your peers
- **Mentorship:** Mentor your peers to help them empower themselves
- **Certification:** Earn nationally-recognized credentials including Red Cross CPR and First Aid Training

ELIGIBILITY

- 18 to 24 years old
- Resident of Hartford or participating in Hartford-based program
- Either have no or low income, no high school diploma, or barrier(s) to education and/or employment

ACCEPTING APPLICATIONS NOW



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For more information, go to www.youthreconnect.org/youth-leadership.

Performance Partnership Pilots Fact Sheet

Performance Partnership Pilots offer a unique opportunity to test innovative, cost-effective, and outcome-focused strategies for improving results for disconnected youth. The [Consolidated Appropriations Act of 2014](#) (see p. 409 of the linked PDF) provides authority for the Departments of Labor, Health and Human Services, and Education as well as the Corporation for National and Community Service, the Institute of Museum and Library Sciences, and related agencies to establish up to 10 Performance Partnership pilots, which will allow States, localities, regions, or federally-recognized Tribes to propose pooling a portion of discretionary funds they receive under multiple Federal streams while measuring and tracking specific cross-program outcomes. This model for pooling funds, combined with strengthened accountability for results, is designed to ease administrative burden and promote better education, employment, and other key outcomes for youth.

What are Performance Partnerships?

Performance Partnerships will allow States, localities, regions, and Tribes to pilot better ways of improving outcomes for disconnected youth by giving them additional flexibility in using discretionary funds across multiple Federal programs. Jurisdictions that participate in these pilots will commit to achieve significant improvements in educational, employment, and other key outcomes in exchange for this new flexibility.

In order to more effectively serve disconnected youth, pilot sites may blend fiscal year 2014 discretionary funds—formula and competitive grants—from the specified Federal agencies into one “pot” that is governed by a single set of reporting and other requirements. In order to establish the most effective and appropriate set of requirements for each pilot, Federal agencies may waive requirements associated with individual programs contributing funds.

Who are Disconnected Youth?

For the purposes of the pilots, the term “disconnected youth” refers to low-income young people, ages 14-24, who are homeless, in foster care, involved in the justice system, or are not working or not enrolled in (or at risk of dropping out of) an educational institution.

Performance Partnership Pilots Fact Sheet

What Federal programs could be involved in the pilots?

The Performance Partnership pilots can involve discretionary funds, including both formula and competitive grant programs, under the agencies listed above. These programs may not use mandatory, or entitlement funds. These discretionary programs include those that:

- Serve disconnected youth populations, or are designed to prevent youth from disconnecting from school or work; and
- Provide education, training and employment, or other social services, including interventions to improve health or social and emotional well-being.

Will pilot sites receive additional funding to operate these pilots?

In general, the pilots are designed to facilitate flexible use of existing funding streams that were made available under the Act. While the Act did not appropriate specific new funds to support pilots for fiscal year 2014, agencies plan to combine a small amount of 2014 funding to support start-up grants that will likely be several hundred thousand dollars each. These grants will help to support pilot start-up costs, such as activities related to planning, governance, and coordination.

What is a Performance Partnership Agreement?

Before implementation, the involved Federal agencies must agree on the terms of each pilot with the State, local, regional, or tribal government(s) requesting the pilot. The heads of participating Federal agencies must determine that the pilot will not result in denying or restricting the eligibility of any individual for any of the services that are funded by the Federal discretionary funds involved in the pilot and, based on the best available information, will not adversely affect vulnerable populations receiving such services. A lead Federal agency will enter into a Performance Partnership agreement with representatives of all participating State, local, and tribal governments that specifies:

- A fiscal entity for the pilot and its partners and their roles in the pilot;
- State, local, or tribal programs that will be involved in the pilot;
- Length of the agreement;
- Federal and non-federal funds, programs, and services to be utilized;
- Populations to be served;
- Cost-effective oversight procedures that will be used to maintain accountability;

Performance Partnership Pilots Fact Sheet

- Outcomes that the pilot is designed to achieve;
- An appropriate, reliable, and objective outcome-measurement methodology that all parties will use to determine whether the pilot has achieved the specified objectives;
- Statutory, regulatory, or administrative requirements related to Federal mandatory programs that are barriers to achieving pilot outcomes; and
- Consequences of failing to meet pilot goals and the corrective actions that will be taken in order to increase the likelihood that the pilot will succeed.

Finally, Federal agencies may grant full or partial waivers of statutory, regulatory, and administrative requirements in conjunction with each pilot. Waivers may be granted if the agency head determines that the waiver:

- Is consistent with the statutory purposes of the relevant Federal program;
- Is necessary to achieve the outcomes of the pilot as specified in the Partnership Performance agreement and is no broader in scope than is necessary to achieve such outcomes;
- Will result in either:
 - realizing efficiencies by simplifying reporting burdens or reducing administrative barriers with respect to such discretionary funds; or,
 - increasing the ability of individuals to obtain access to services that are provided by such discretionary funds.
- Does not relate to nondiscrimination, wage and labor standards, and allocations of funds to State and sub-state levels.

Results-Based Accountability Framework

MARCH 18, 2014

Hartford
OPPORTUNITY YOUTH
Collaborative

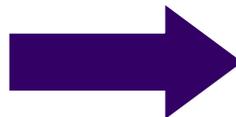
RESULT: Hartford Youth achieve educational success, are employed, and are self-sufficient.

	Educational Success	Employment	Self Sufficiency
Primary Indicators	<ul style="list-style-type: none"> • % with an Associates¹ degree or better 	<ul style="list-style-type: none"> • Unemployment Rate 	<ul style="list-style-type: none"> • % at or above 300% of Poverty Level
Secondary Indicators	<ul style="list-style-type: none"> • % at or above goal on 3rd grade CMT • 4 year graduation rate • % requiring remedial or developmental coursework in college 	<ul style="list-style-type: none"> • % employed • Unemployment Rate (18-24 years old) • Labor Force Participation Rates 	<ul style="list-style-type: none"> • % students on free and reduced lunch
Additional Indicators	<ul style="list-style-type: none"> • % opportunity youth (% youth 16-24 that are not in school or working) • % youth that²: <ul style="list-style-type: none"> – Do not have stable housing – Are parents – Are justice involved – Have a behavioral or mental health issue – Have a history of substance abuse 		

The following strategies are designed to turn the curve on the above indicators:

Strategies	System Performance Measures (Cross program) ³
Youth Recruitment and Engagement	<ul style="list-style-type: none"> • Number and % of opportunity youth served • % of youth with identified case manager
Enriched Preparation	<ul style="list-style-type: none"> • % opportunity youth with employment plan • % opportunity youth needing GED/HS Diploma receiving GED or high school diploma
Occupational Bridging	<ul style="list-style-type: none"> • % of opportunity youth with a work experience before age • % of opportunity youth moving to training, college⁴ • % of those that move to credit-bearing college coursework • % of opportunity youth completing long-term training/apprenticeships • % of opportunity youth placed in permanent jobs
Retention Supports	<ul style="list-style-type: none"> • % of youth served that remain enrolled in college or remain employed

Community Partners including the City, CWP, HFPG, BHCA, CREC, OPP, School Districts, Move Up!, etc.



Partner programs implementing above strategies

¹ Please note that these measures may not be readily available and may require additional systems building.

² Please note that these measures may not be available for opportunity youth, we may have to use youth population as a whole as the proxy universe for these measures.

³ Please note that these are cross-program measures, and are for the system as a whole. Each program supporting /implementing these would have program specific performance measures, aligned with the cross-system measures.

⁴ Please note that these measures may not be readily available and may require additional systems building.