



Collective Impact for Real Change

Welcome & Introductions

KIM OLIVER

Progress to Date

Opportunity Youth

- 16 to 24 years old
- No high school diploma
- High school diploma but not in school and not working



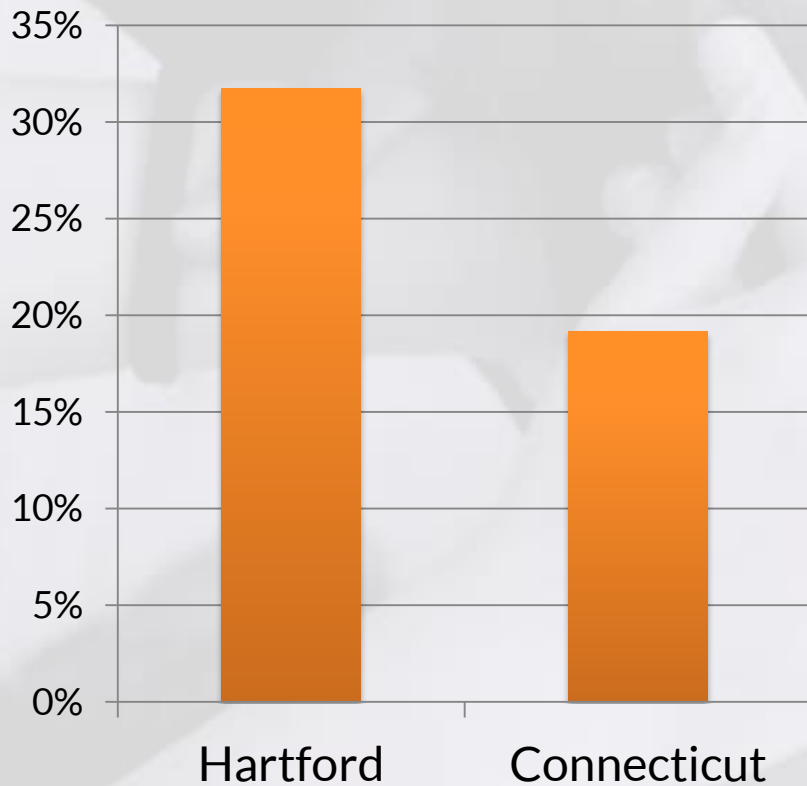
More like to...

- Be unemployed
- Rely on government supports
- Be involved in criminal activity
- Have poor health
- Face multiple hurdles
 - Parenting
 - Disabilities
 - Mental and physical health problems
 - Incarceration or criminal record
 - Homelessness
 - Food insecurity
 - Domestic violence

Almost 1 in 3 Youth is OY

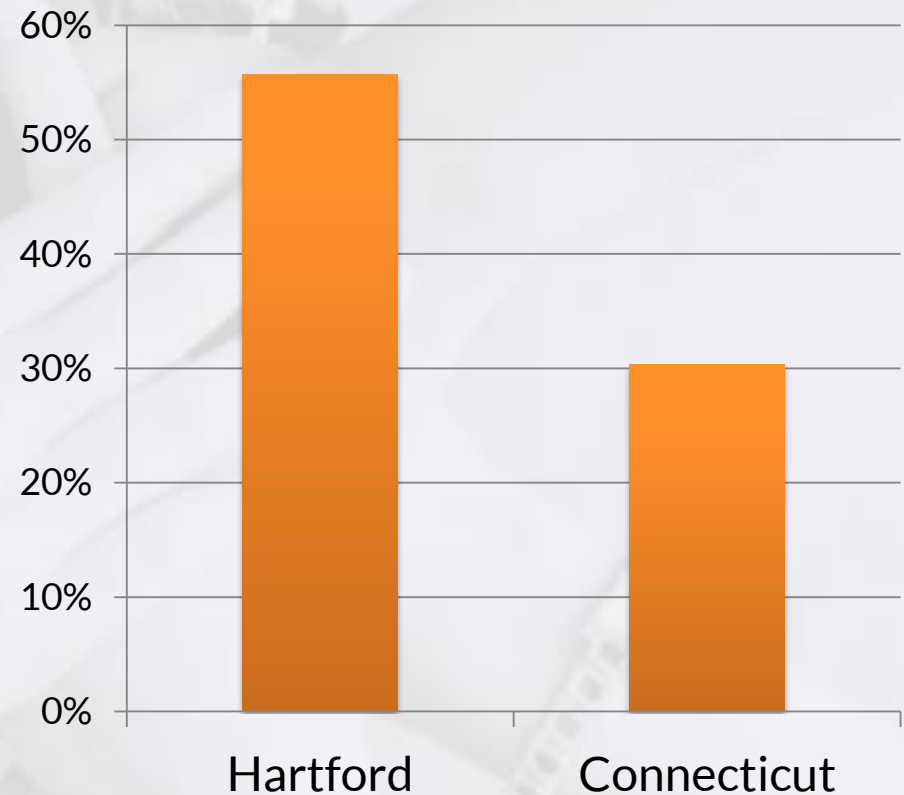
Percentage of OY

(16 TO 24 YEAR OLDS)



Percentage of OY

(20 TO 24 YEAR OLDS)



Collective Impact

- Too many organizations are working in isolation
- Collective impact brings people together for real change
 - Common agenda
 - Shared measurement
 - Mutually reinforcing activities
 - Continuous communication
 - Strong backbone
- Common goals can lead to uncommon results

Common Agenda

- Implementing a [career pathway system](#) that meets youth where they are regardless of age, place, situation, or level of preparedness
- Implementing the [Results-Based Accountability](#) (RBA) framework for youth to achieve educational success, be employed, and be self-sufficient
- Empowering [youth leaders](#) to advise, advocate, and lead solutions for themselves, their peers, and their community
- Advocating for [supportive policies](#) to overcome barriers and promote alignment and integration

Shared Measurement

Common Indicators

Primary Indicators

- Earn postsecondary credentials and/or two- and four-year degrees
- Gain employment in career field

Secondary Indicators

- Earn a secondary credential
- Participate in and successfully complete an internship or related work experience
- Enroll in a postsecondary institution for certificate, apprenticeship and/or two- and four-year degree programs

Results-Based Accountability

- Hartford Youth achieve educational success, are employed, and are self-sufficient.
 - Educational attainment
 - Unemployment rate
 - Poverty level
- System performance measures
 - Outreach and engagement
 - Enriched preparation
 - Career bridging
 - Retention

Mutually reinforcing activities

- Developing Youth Leadership
- Enhancing the Career Pathway System
- Developing Supportive Policies and Promoting Systems Alignment
 - Coordinated approach to serving youth involved in multiple systems
 - Adoption of a career pathway system
 - Increased and more accessible community supports for youth
 - Career-based, contextualized learning
 - Alignment of public and private funds

Youth Leadership

Key Components

- Core principles of youth development
- Training designed to empower youth to take on leadership roles
- Support for youth employment
- Regional and national youth leadership conferences

First cohort
October 1st – May 31st



**Empower
Youth**

Targeted Outcomes

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

Pathways Committee

- Steve Austin, HARTFORD POLICE
- Maria Corallo, YMCA
- Flor De Hoyos, CREC
- Sarah Dudzic, MOVE UP!
- Paula Gilberto, UNITED WAY
- Tiana Hercules, PROJECT LONGEVITY
- Lee Hunt, BLUE HILLS CIVIC ASSOCIATION
- Tauheedah Jackson, BOYS & GIRLS CLUB
- Alex Johnson, CAPITAL WORKFORCE PARTNERS
- Judy McBride, HARTFORD FOUNDATION
- Alpha Nicholson, HARTFORD ADULT EDUCATION
- Iran Nozario, PEACEBUILDERS
- Sharon O'Meara, HARTFORD FOUNDATION
- Maryanne Pascone, CREC
- Eileen Peltier, ASNUNTUCK COMMUNITY COLLEGE
- Hector Rivera, OUR PIECE OF THE PIE
- John Shemo, METRO HARTFORD ALLIANCE
- Darryl Thames, URBAN LEAGUE
- Ann Tramontana-Veno, CAREER RESOURCES
- Julie Watson, CAPITAL WORKFORCE PARTNERS
- Kim Nelson, WHEELER CLINIC
- Jane Williams, BOARD OF REGENTS

Data & RBA Committee

- **Althea Bates**, CAPITAL WORKFORCE PARTNERS
- **Jim Boucher**, CAPITAL WORKFORCE PARTNERS
- **Sarah Dudzic**, MOVE UP!
- **Vicki Gallon Clark**, BLUE HILLS CIVIC ASSOCIATION
- **Dan Garewski**, CAPITAL WORKFORCE PARTNERS
- **Scott Gaul**, HARTFORD FOUNDATION
- **Julie Geyer**, CAPITAL WORKFORCE PARTNERS
- **Alex Johnson**, CAPITAL WORKFORCE PARTNERS
- **Alissa Johnston**, CAPITAL WORKFORCE PARTNERS
- **Hector Rivera**, OUR PIECE OF THE PIE
- **Sean Seepersad**, OUR PIECE OF THE PIE
- **Julie Watson**, CAPITAL WORKFORCE PARTNERS

Aspen Convening

Goals

- Learn from OYIF sites' emerging work
- Build momentum for national efforts around opportunity youth
- Engage local, regional and national philanthropy in the collective impact approach
- Highlight local youth leaders on the national stage

Attendees

Strategy: Bring a diverse team of leaders with decision-making authority that span youth development, workforce development, and education

- Alex Johnson, CAPITAL WORKFORCE PARTNERS
- Judy McBride, HARTFORD FOUNDATION
- Kim Oliver, COLLABORATIVE DIRECTOR
- Bob Rath, OUR PIECE OF THE PIE
- Kelvin Roldán, HARTFORD PUBLIC SCHOOLS

Calendar

October 2014	January 2015
<i>Collaborative Meeting & Aspen Convening</i>	<i>Committee Activities</i>
November 2014	February 2015
<i>Committee Activities</i>	<i>Collaborative Meeting</i>
December 2014	March 2015
<i>Collaborative Meeting</i>	<i>Committee Activities</i>
The next meeting is Thursday, December 11th from 11:30 am to 1 pm.	April 2015
	<i>Committee Activities & Aspen Convening</i>
	May 2015
	<i>Collaborative Meeting</i>

Leveraging Resources to Support and Sustain Innovation

Progress to Date

- Secured \$250,000 from Aspen Institute
- Secured \$100,000 from Hartford Foundation
- Secured \$10,000 from Berkshire Bank
- Secured \$7,500 from The Fund for Greater Hartford
- Aligning \$1,005,000 in WIA Youth funding annually

Implementation Goals

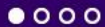
- Raise \$1 million in new, unrestricted funding
- Influence policymakers to invest in youth employment
- Create a funders collaborative to align funding and invest in innovation for improved systems and services

Hartford OPPORTUNITY YOUTH Collaborative

[The Opportunity](#)[Youth Leaders](#)[Career Pathway System](#)[Policy & Systems Alignment](#)[Blog](#)[About Us](#)

Hartford Youth Need Your Help

1 in 4 youth does not have a high school diploma or is not in school and not working.



The Opportunity

With the right mix of education, training, and supports, youth can transform challenges into success.



How We Help

We are implementing a comprehensive plan to improve the quality of life outcomes of Opportunity Youth.



Join Us

Be part of a collective impact effort to help our youth, business community, economy, and city.

Partner Updates

Message from Mayor Segarra

RON SCHACK, CHARTER OAK GROUP

Results-Based Accountability

Hartford Opportunity Youth Collaborative

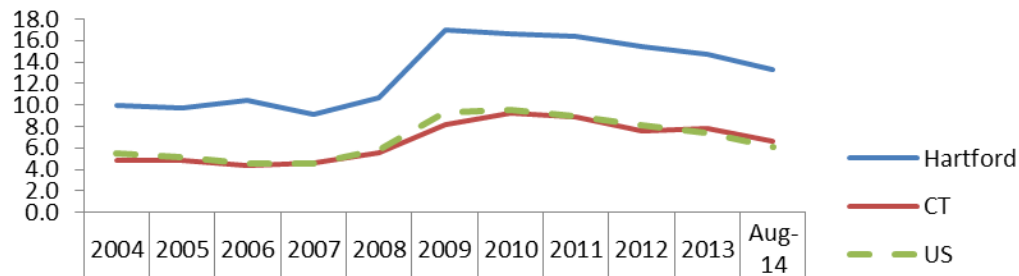
Indicator Benchmark Report

Presented By:
Ron Schack, Ph.D.
Director, The Charter Oak Group, LLC

October 1, 2014

Unemployment Rate

Unemployment Rate, CT and Hartford, 2004-Present



The unemployment rate for both Connecticut and Hartford are higher than the US rate.

Source: Bureau of Labor Statistics

Youth Unemployment and Participation Rates

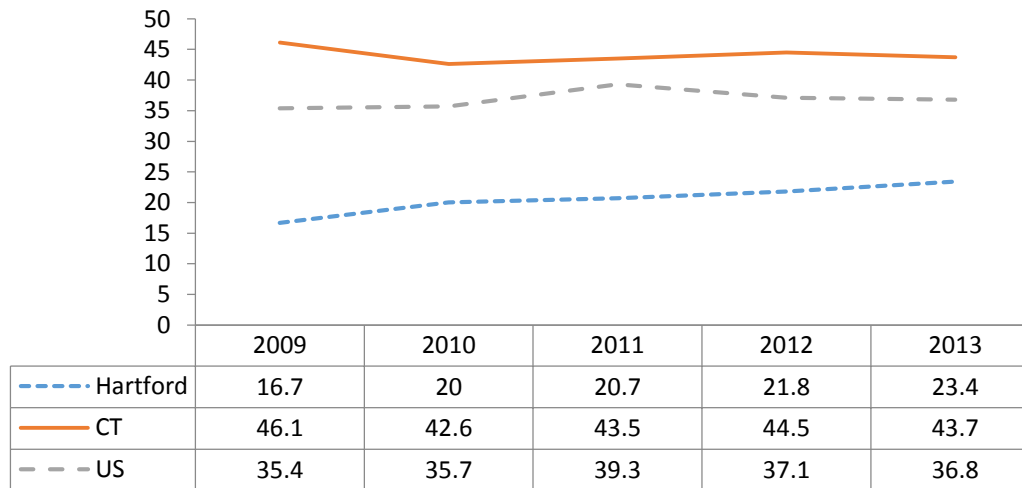
	Hartford		US	
Participation Rate	16 to 19	20 to 24	16 to 19	20 to 24
2010	43.2	68.8	37.7	73.5
2011	32.2	72.7	37.2	73.1
2012	32.8	66.4	37.7	73.4
2013	42.1	60.4	37.5	73.8
Unemployment Rate	16 to 19	20 to 24	16 to 19	20 to 24
2010	48.2	25	29.7	16.9
2011	32.6	23.1	29.6	16.8
2012	49.3	27.1	28	15.8
2013	58.2	26.2	25.4	14.6

Source: American Community Survey

Unemployment rates for Hartford youth 16-19 are significantly higher than the US average. Participation rates for the same group are lower. These differences also occur for 20-20 year olds.

Educational Attainment

Residents with at least an Associate's Degree



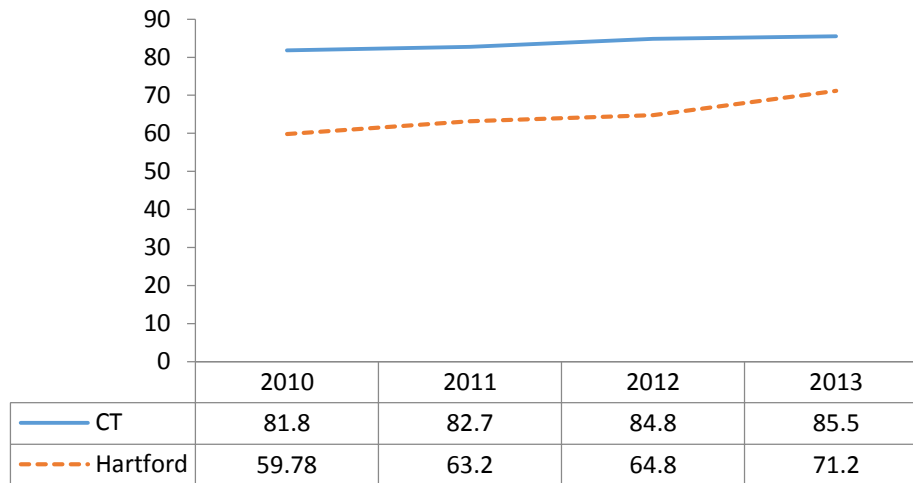
Source: CTSDE

The percentage of residents that have at least an associates degree in CT is higher than the US, but the rate in Hartford is lower than both the CT and the US rate.

This, of course, has a direct impact on the ability of residents to find work and achieve self-sufficiency.

Graduation Rates

4 Year Cohort Graduation Rates



Hartford high school graduation rates are significantly lower than CT rates, although the gap is beginning to narrow.

Source: CT SDE

Hartford 2013 Graduation Rates, Granular

Hartford School District	All Students	71.2
Hartford School District	Hispanic	60.3
Hartford School District	Non-Hispanic	80.0
Hartford School District	Indian or Alaska Native	*
Hartford School District	Asian	83.3
Hartford School District	Black	80.7
Hartford School District	Hawaiian or Pacific Islander	*
Hartford School District	White	85.9
Hartford School District	Two or More Races	64.8
Hartford School District	Male	66.5
Hartford School District	Female	75.5
Hartford School District	ELL	56.3
Hartford School District	Non-ELL	73.9
Hartford School District	Eligible For Free Lunch	66.0
Hartford School District	Eligible For Reduced Lunch	96.2
Hartford School District	Not Eligible For Lunch	92.9
Hartford School District	Special Education	47.3
Hartford School District	Non-Special Education	76.1

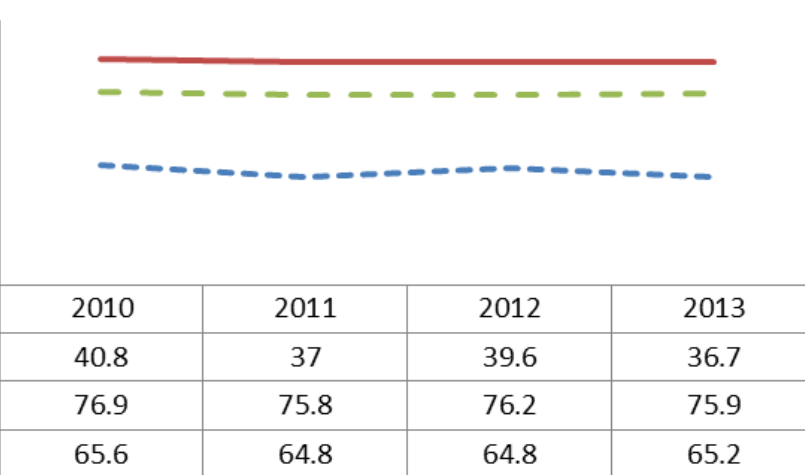
However, when graduates rates in Hartford for 2013 are examined more closely, challenges clearly remain. There is a substantial difference between male and female graduation rates, and graduation rates for those eligible for free lunch, and those in ELL or Special Education.

Source: CT SDE

Percent of Residents Earning At Least 200% of Poverty

Percent of Residents At or Above 200% of Poverty Level

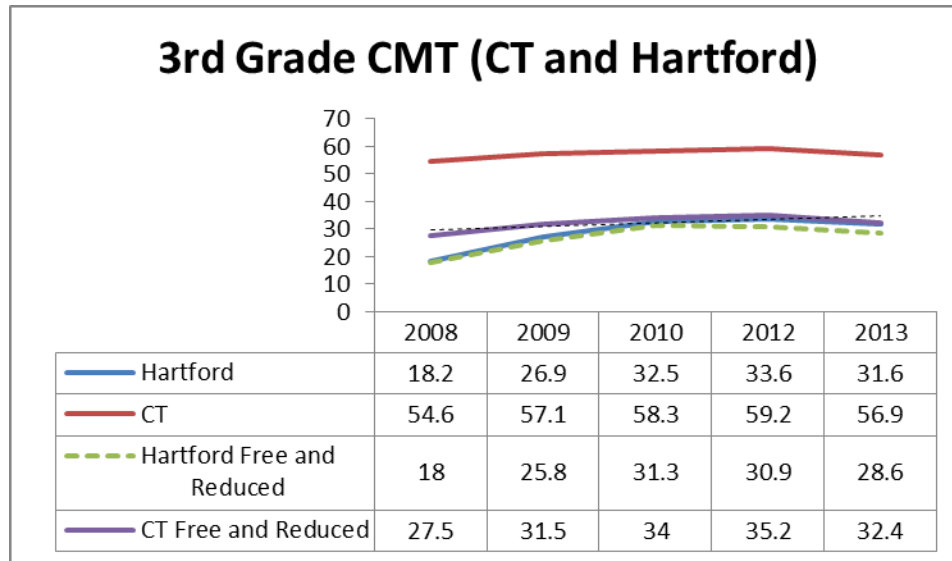
90
80
70
60
50
40
30
20
10
0



After seeing the preceding slides, it should be no surprise that the percentage of residents at or above 200% of poverty is lower in Hartford than in CT or the US as a whole, and this trend seems to be worsening.

Source: American Community Survey

3rd Grade Reading CMT: Percent At or Above Goal

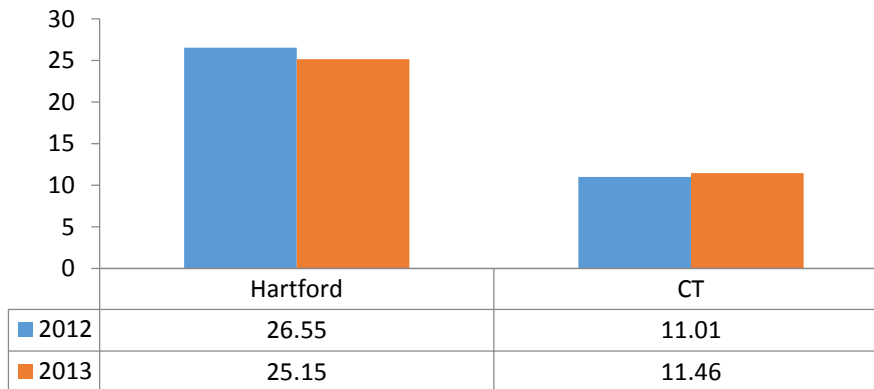


Source: <http://solutions1.emetric.net/cmtpublic/CMTCode/Report.aspx>

While no longer being utilized, the CMTs remain some of the best data we have available on aggregate school performance. There is clearly a huge gap for those on free and reduced lunch and the overall rate in CT; Hartford is significantly lower than the overall CT rate.

Percent of Students Chronically Absent

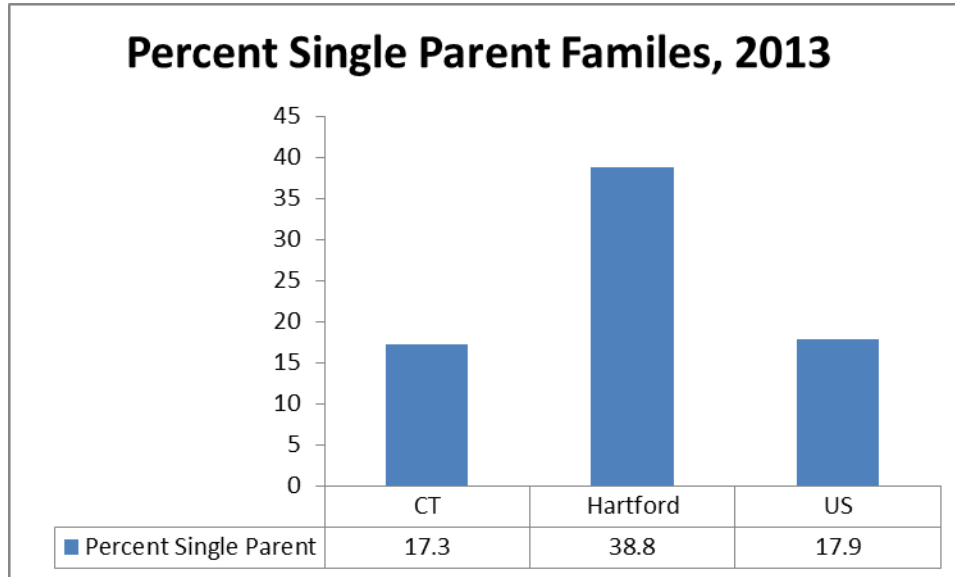
Percent of Students Chronically Absent, 2011-2012



One important factor in school performance and graduation is chronic absenteeism. Hartford has significantly higher rates of chronic absenteeism than CT as a whole.

Source: CTData.org

Percent Single Parent Families

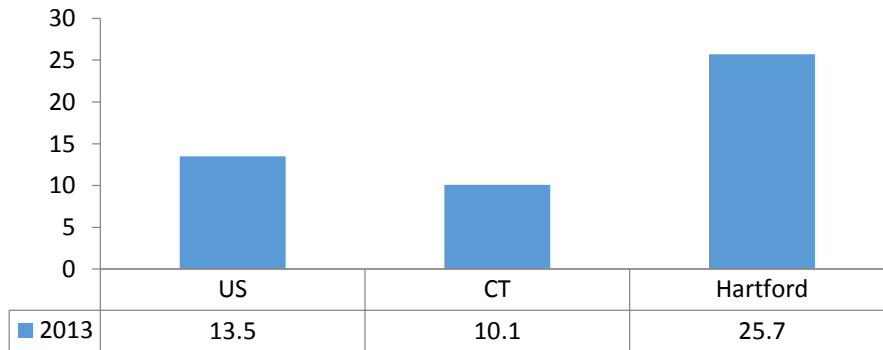


Another important factor in school performance is the degree of parental engagement, which can be more difficult in single parent families. Hartford's rate of single parent families is considerably higher than in CT overall or the US overall.

Source: American Community Survey

Percent of School Age Children Moving At Least Once In The Past Year

**Percent of School Age Children
Moving At Least Once In The Past
Year**



Another important factor in school performance is lack of stability of place. Hartford has a significantly higher rate of movement than the CT overall rate or the US overall rate.

Source: American Community Survey

Recidivism Rate For Youth On Probation

Recidivism Rates for Youth on Probation

<u>Year</u>	<u>12 Months</u>	<u>24 Months</u>
2009	Not available	72%
2010	53%	69
2011	48	69
2012	43	64
2013	45	62

Source: Court Support Services Division

- There were 349 kids statewide who had “substance abuse” as one of their top three criminogenic risk factors AND who received some form of substance abuse treatment in 2013
- There were 26 kids in Hartford who had “substance abuse” as one of their top three criminogenic risk factors AND who received some form of substance abuse treatment in 2013

Of course, justice involvement complicates the lives of juveniles and hinders success in school and life. Once a juvenile is justice involved, it remains pretty likely that he will be become involved again, although progress is being made.

Age Distribution of Hartford Juveniles On Probation, Snapshot for May 2014

The mean age of juveniles on probation is 15.0			
	Age at Prob. Start	Clients	Percent of Total
	11	-	0.0%
	12	5	6.5%
	13	11	14.3%
	14	11	14.3%
	15	12	15.6%
	16	25	32.5%
	17	12	15.6%
	18	1	1.3%
		77	

Almost half of the juveniles on probation in Hartford (in this snapshot) are under the age of 16.

Source: CT Judicial Branch, Court Support Services Division

Primary Charge of Hartford Youth on Probation, Snapshot for May, 2014

Primary Charge		
Offense Type	Clients	Percent of Total
Violation/Infraction	7	9.1%
C Misdemeanor	3	3.9%
B Misdemeanor	9	11.7%
A Misdemeanor	23	29.9%
Unclass. Felony	4	5.2%
E Felony	3	3.9%
D Felony	8	10.4%
C Felony	18	23.4%
B Felony	2	2.6%
A Felony	-	
	77	

While many youth are on probation for minor offenses, almost half are on probation for felonies....

Source: CT Judicial Branch, Court Support Services Division

Probation Term for Juveniles on Probation, Snapshot 2014

The mean probation term for juveniles on probation is 6 months.

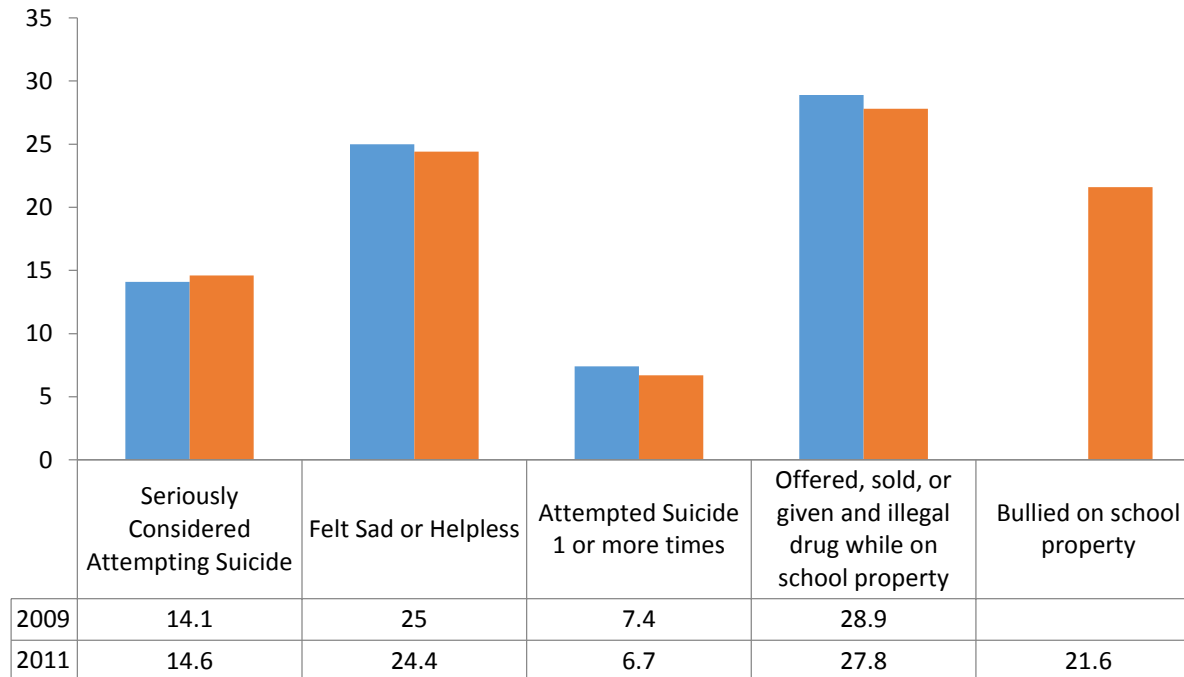
	Term Length (Months)	Clients	Percent of Total
	6 months or less	52	67.5%
	7 to 12 months	22	28.6%
	13 to 24 months	3	3.9%
	25 to 36 months	0	0.0%
		77	

Source: CT Judicial Branch,
Court Support Services
Division

Most youth on probation are on probation for a relatively short time....however, given the recidivism rates shown earlier, it may be appropriate to rethink that approach.

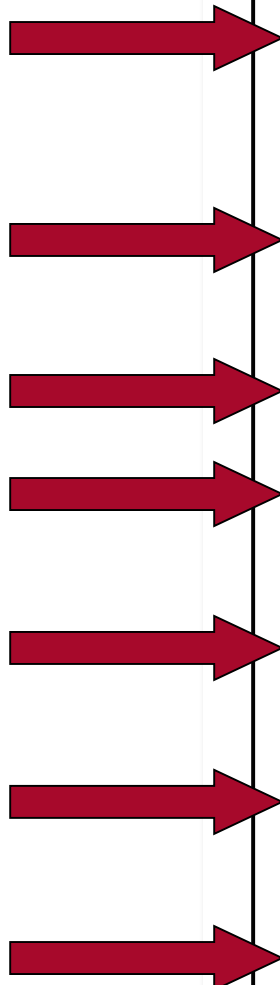
Percentage of CT Youth Reporting Different Risk Factors

Percentage of CT Youth Reporting Different Risk Factors



There is limited data on the percent of youth with various risk factors. The CDC conducts this survey one every two years. This is a sample of the information it provides, the results are eye-opening.

The 7 Population Accountability Questions

- 
1. What are the quality of life conditions we want for the children, adults and families who live in our community?
 2. What would these conditions look like if we could see them?
 3. How can we measure these conditions?
 4. How are we doing on the most important of these measures?
 5. Who are the partners that have a role to play in doing better?
 6. What works to do better, including no-cost and low-cost ideas?
 7. What do we propose to do?

THE LINKAGE Between POPULATION and PERFORMANCE

POPULATION ACCOUNTABILITY

Healthy Births

Rate of low birth-weight babies

Stable Families

Rate of child abuse and neglect

Children Succeeding in School

Percent graduating from high school on time

POPULATION
RESULTS

PERFORMANCE ACCOUNTABILITY

Child Welfare Program

# Foster Children Served	% with Multiple Placements
# Repeat Abuse/Neglect	% Repeat Abuse/Neglect CUSTOMER Outcomes

Contribution
relationship

Alignment
of measures

Appropriate
responsibility

THE LINKAGE Between POPULATION and PERFORMANCE

POPULATION ACCOUNTABILITY

Healthy Births

Rate of low birth-weight babies

Children Ready for School

Percent fully ready per K-entry assessment

Self-sufficient Families

Percent of parents earning a living wage

POPULATION
RESULTS

Contribution
relationship

PERFORMANCE ACCOUNTABILITY

Job Training Program

# persons receiving training	Unit cost per person trained
# who get living wage jobs	% who get living wage jobs CUSTOMER Outcomes

Alignment
of measures

Appropriate
responsibility

Thank You

KIM OLIVER

Performance Partnership Pilots for Disconnected Youth (P3)

What is P3?

- The Consolidated Appropriations Act of 2014 provides authority for the Departments of Labor, Health and Human Services, Education, and the Corporation for National and Community Service to establish up to 10 Performance Partnership pilots to test **innovative, cost-effective, and outcome-focused strategies** for improving results for disconnected youth.

What is P3?

Elements

- Blending funds
- Waivers
- Performance Agreements
- Limitations

Priority

- Interest in pilots that target very high-need or underserved populations.



Opportunities of P3

- Responds to State and community needs and strengths for disconnected youth (14-24)
- Mobilizes additional resources to overcome obstacles to meaningful improvements in education, employment, health and well-being
- Supports cost-effective innovations that improve coordination and service delivery
- Uses data and evidence for learning and improvement
- Creates new model for outcome-based accountability

Disconnected Youth

- Individuals between the ages of 14 and 24 who are low income and either...
 - Homeless,
 - In foster care,
 - Involved in the juvenile justice system,
 - Unemployed,
 - Or not enrolled in or at risk of dropping out of an educational institution.

FY 2014 Legislative Authority

- Competitive and formula grant programs funded by the Labor/HHS/Education Appropriations Act
- Up to 10 Performance Partnership Pilots using FY 2014 funds
- Additional flexibility in exchange for significant improvements in educational, employment and other key outcomes
- Agreements with States, Tribes, or local communities

FY 2014 Legislative Authority

- Unattached discretionary funds appropriated for FY 2014 only
- **Does not include entitlement or mandatory programs (or programs of other agencies)**
 - No TANF
 - No Medicaid
 - No SNAP
- No new money
 - May provide some small grants for start-up coordination activities

Planning for FY 2015 Legislation

- Multi-year strategy
- Renewed funding for FY 2014 pilots and new funding for up to 10 additional Performance Partnership Pilots
- Additional resources and flexibility from HUD and DOJ

Examples of Potential Pilots

- **Integrated enrollment and case management organization:** assess risk factors in order to better target appropriate services to the highest users of multiple systems.
- **Coordinated approach to serving youth involved in multiple systems:** create joint performance goals, integrate services for vulnerable youth and their families, and align eligibility requirements that currently lead to service gaps.
- **Reduction in drug addiction and incarceration:** workforce development agency partners with substance-abuse treatment providers and local business that will guarantee part-time or full-time work experiences to recovering addicts.

Who can apply and partner?

- State, local and Tribal governments are eligible to apply
- Willing partnerships among State, local and Tribal agencies and systems
- States must be partners in pilots that are financed with funding for a state-administered program
- Non-governmental partners may also be key players in designing and implementing pilots

Our Thinking: Help More Youth

- We want more youth that come through the pipeline/pathway
 - Wraparound strategy
 - Employer pipeline
 - Repurpose funds in a way that is constructive for youth

Our Thinking: Use Data to Inform Decision-Making

- Identify funding for a pilot in Hartford region
 - Reverse mapping of existing funding including eligibility requirements
 - Gather attributes of our youth to determine potential funding streams and actual funding
 - ACS and similar data
 - Potential survey of youth
 - Inform state-wide plan
 - Provide tool for service providers and other stakeholders

Progress to Date

- Created an online database of federally-funded programs
 - Already, 50 hours of research
 - Data is too much, nuanced, and incomplete
- Prioritized data collection
 - Focus on the 3 key agencies
 - Winnow it down to 5-10 potential funding streams
 - Identify % of program funding to get to \$1M to support Opportunity Youth

Next Steps

- Continue data collection
- Leverage Aspen for resources and TA
- Reconvene in November to identify gaps and determine readiness
- If ready, outreach to State

Questions?

- For more information, go to <http://findyouthinfo.gov/youth-topics/reconnecting-youth/performance-partnership-pilots>.

Wrap Up & Final Thoughts

Adjournment