

Hartford
OPPORTUNITY YOUTH
Collaborative

DECEMBER 11, 2014 ♦ LYCEUM

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.
- ♦ Better understand employment opportunities for OY without interventions.
- ♦ Learn about updates from Aspen Convening and other progress to date.
- ♦ Share opportunities to intersect and interconnect with partner activities.

MEETING MATERIALS & HANDOUTS

- ♦ Minutes from the previous meeting
- ♦ Career Pathway System
- ♦ RBA Framework
- ♦ Foundation Programs Summary
- ♦ JFF-Aspen SIF Subgrant RFP Summary

AGENDA

- I. Welcome, Introductions, and Lunch**
11:30 AM - 11:40 AM
- II. Message from Mayor Segarra**
11:40 AM - 11:50 AM
- III. Employment Opportunities for Opportunity Youth**
11:50 AM - 12:05 PM
- IV. Progress to Date**
12:05 PM - 12:30 PM
- V. Partner Updates**
12:30 PM - 12:50 PM
- VI. Wrap Up & Final Thoughts**
12:50 PM - 12:55 PM
- VII. Adjournment**
12:55 PM - 1:00 PM

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Quarterly Collaborative Meeting
DECEMBER 11, 2014 • LYCEUM



Momentum Building

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Message from Mayor Segarra

TJ DUBEANSKY, CAPITAL WORKFORCE PARTNERS

Employment Outlook for Opportunity Youth

www.YouthReconnect.org

Opportunity Youth

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



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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

www.YouthReconnect.org

Determining Labor Market Demand

- Identified and included all occupations that contained high concentrations of youth employment (**10% ↑**) for the **19-24 age cohort**
- Removed occupations that require a minimal educational attainment level above high school

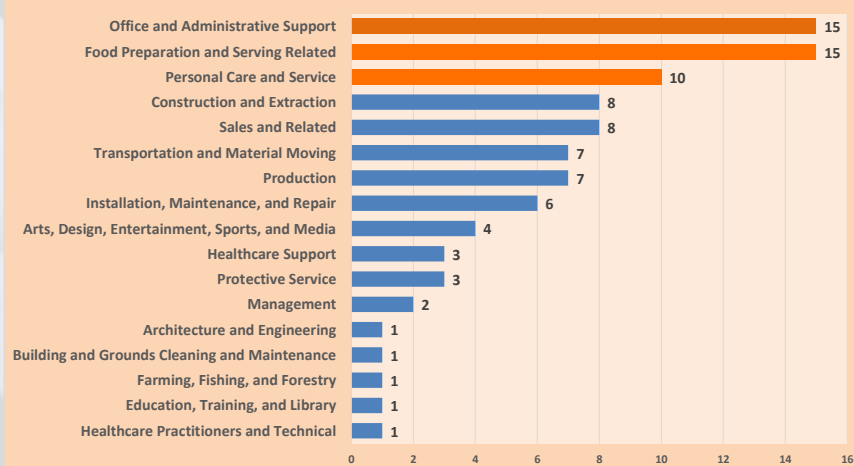
Content to Cover

- Major Occupational Groups
- Median Hourly Earnings
- 2012-2017 Growth
- % of 19-24 within Occupations (or Competitive Advantage)

Occupations within Major Groups

- 93 occupations within 17 Major Groups
- Almost half of all occupations fall within **Three Major Groups:**
 1. Office and Administrative Support Occupations (15 total)
 2. Food Preparation and Serving Related Occupations (15 total)
 3. Personal Care and Service Occupations (10)

All Major Groups



Top Occupations in Top Major Groups

Office and Administrative Support	Food Preparation and Serving Related	Personal Care and Service
Customer Service Representatives	Combined Food Preparation and Serving Workers, Including Fast Food	Childcare Workers
Office Clerks, General	Waiters and Waitresses	Fitness Trainers and Aerobics Instructors
Stock Clerks and Order Fillers	Food Preparation Workers	Nonfarm Animal Caretakers
Receptionists and Information Clerks	Cooks, Restaurant	First-Line Supervisors of Personal Service Workers
Shipping, Receiving, and Traffic Clerks	First-Line Supervisors of Food Preparation and Serving Workers	Residential Advisors
Tellers	Bartenders	Amusement and Recreation Attendants
Bill and Account Collectors	Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	Personal Care and Service Workers, All Other
File Clerks	Dishwashers	Ushers, Lobby Attendants, and Ticket Takers
Interviewers, Except Eligibility and Loan	Cooks, Fast Food	Baggage Porters and Bellhops
Data Entry Keyers	Dining Room and Cafeteria Attendants and Bartender Helpers	Entertainment Attendants and Related Workers, All Other
Average Wage = \$15.23 Most Projected ↓	Average Wage = \$10.47 Most Projections ↑	Average Wage = \$12.01 Most Projections ↑

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www.YouthReconneCT.org

\$ Earnings for all Occupations \$

- \$13.89 is the average median wage
 - Almost two-thirds make less than \$15
 - About one-third make between \$15 - \$19 an hour
 - Only six make \$20 or more

A Closer Look at the Top Paying Strata

Major Groups	Occupations	2017 Jobs	Growth	Median Hourly Earnings	Age 19-24 % of Occupation
Management	Farmers, Ranchers, and Other Agricultural Managers	307	4	\$24.66	11%
Installation, Maintenance, and Repair	Security and Fire Alarm Systems Installers	287	26	\$22.88	14%
Architecture and Engineering	Surveying and Mapping Technicians	124	11	\$21.75	10%
Construction and Extraction	Drywall and Ceiling Tile Installers	273	53	\$21.68	12%
Construction and Extraction	Roofers	456	(32)	\$21.20	10%
Arts, Design, Entertainment, Sports, and Media	Musicians and Singers	503	18	\$19.53	12%
Installation, Maintenance, and Repair	Automotive Body and Related Repairers	495	(24)	\$19.31	12%
Production	Butchers and Meat Cutters	215	12	\$19.31	15%
Management	Food Service Managers	857	40	\$19.25	14%
Personal Care and Service	First-Line Supervisors of Personal Service Workers	938	53	\$18.88	11%

Highest Growth Occupations

Major Groups	Occupation	2012 Jobs	2017 Growth	% Growth	Median Hourly Earnings	Age 19-24 % of Occupation
Food	Combined Food Preparation and Serving Workers, Including Fast Food	7,259	1,162	16.0%	\$9.24	33%
Food	Waiters and Waitresses	7,504	419	5.6%	\$8.83	38%
Transportation	Laborers and Freight, Stock, and Material Movers, Hand	6,764	408	6.0%	\$11.91	17%
Sales	Cashiers	10,235	313	3.1%	\$9.22	33%
Food	Cooks, Restaurant	2,720	309	11.4%	\$11.20	23%
Food	First-Line Supervisors of Food Preparation and Serving Workers	2,325	285	12.3%	\$15.43	21%
Office and Admin	Receptionists and Information Clerks	3,716	248	6.7%	\$15.67	15%
Protective Service	Security Guards	4,021	216	5.4%	\$12.92	13%
Maintenance	Landscaping and Groundskeeping Workers	4,256	167	3.9%	\$13.80	14%
Food	Cooks, Fast Food	1,624	156	9.6%	\$9.55	22%
Average Median Earnings					\$11.78	

Competitive Advantage

- 16 occupations are comprised of 25% or more 19-24 year olds
- Most of these occupations are projected to grow
- Hosts and Hostesses is the most concentrated occupation
 - Six are Food Related
- The average median salary is \$10.85

Next Steps

- Identify whether OY occupations have career pathway relationship to targeted sectors (Healthcare, Manufacturing, Construction)
- Determine whether other major occupational groups/occupational outliers can be associated to career pathways
- Develop an approach to educate OY of the realities of their circumstance, including strategies of opportunities (education, career pathways, etc.)

KIM OLIVER, COLLABORATIVE DIRECTOR

Progress to Date

www.YouthInformedCT.org

Mobilizing to Turn the Curve

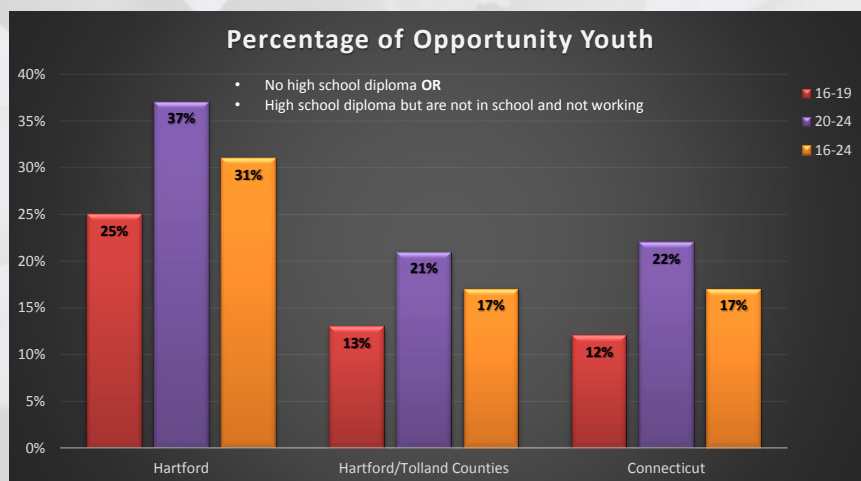
- Fact-finding and listening efforts to establish knowledge base
 - Data analyses
 - Youth surveys and focus groups
 - Asset mapping
- Leveraging knowledge base to develop and launch resources
 - Education and Career Pathway
 - Results-Based Accountability
 - Youth Leadership Development
- Building systems and programs to reconnect youth

Fact Finding

10,525 16-19 Year Olds			10,163 20-24 Year Olds		
	No diploma	2,158		No diploma	2,163
+	Diploma but not in school and not working	452	+	Diploma but not in school and not working	1,606
	16 to 19 OY	2,610		20 to 24 OY	3,769

6,379 16-24 OY

Concentration of Opportunity Youth



Aspen 2014 Fall Convening

The **Aspen Forum for Community Solutions** gathered its Opportunity Youth Incentive Fund grantees, strategic partners, funders and guests to share emerging lessons and strategies in reconnecting opportunity youth to education and employment through collective impact.



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30 seconds

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Building Systems and Programs



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Collective Impact Video

www.YouthReconnect.org

Leveraging Resources

COMMITTED

- Aspen Institute - \$600,000
- Berkshire Bank - \$10,000
- The Fund for Greater Hartford - \$7,500
- Hartford Foundation - \$100,000
- **NBCUniversal - \$25,000**
- WIA Youth funding - \$1 million aligned annually

TOTALING \$742,500

TARGETED

- Hartford Foundation - \$450,000 over 3 years (*submitted*)
- JFF-Aspen SIF Subgrant - \$900,000 over 3 years with options for renewal in years 4 and 5 (*in development*)

NEW POTENTIAL OPPORTUNITIES

- Annie E. Casey
- Performance Partnership Pilots (P3)
- Pay-for-Success SIF Subgrants

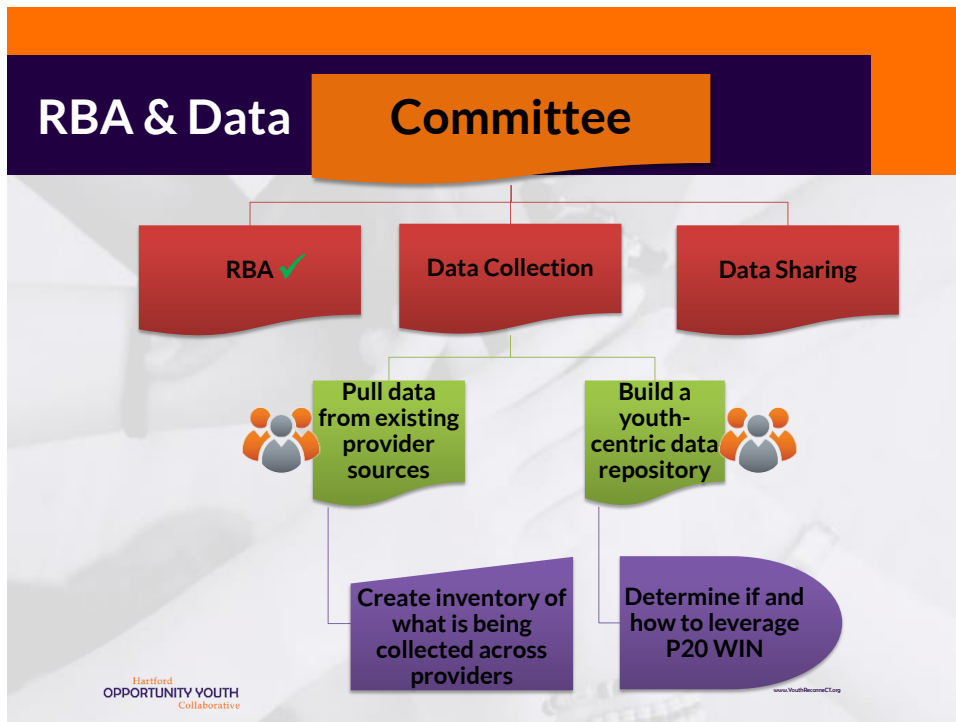
Effective Pathways

SYSTEMS BUILDING


- Meet youth where they are (i.e., “no wrong door”, multiple entry ways to service)
- Provide ongoing and consistent personalized guidance and support, including case management
- Link on-ramps to on-ramps to help youth overcome non-education and non-employment barriers

PROGRAMS BUILDING

- Meet the specific needs of youth in targeted sub-populations
- Provide ongoing and consistent personalized guidance and support with dedicated staff
- Link education and training to services from multiple providers and systems



Youth Leadership



Empower Youth

KEY COMPONENTS


- Core principles of *youth development*
- **Training** designed to empower youth to take on leadership roles
- **Activities** that support youth education and employment
- Regional and national youth **leadership conferences**
- **Partnership** with the “adult” members of HOYC

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

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Finalizing Recruitment



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*Thank You
and
Happy Holidays!*

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Collaborative Meeting Notes

OCTOBER 1, 2014

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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

8:30 a.m.	Welcome & Introductions
8:35 a.m.	Progress to Date
8:50 a.m.	Partner Updates
9:00 a.m.	Welcome from Mayor Segarra
9:10 a.m.	RBA Benchmark Report
9:50 a.m.	Wrap Up & Final Comments
10:00 a.m.	Adjournment

**Performance Partnership Pilots (P3) presentation slides were provided but not presented.*

Collaborative Meeting Notes

OCTOBER 1, 2014

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ACTIONS

- Performance Partnership Pilots (P3) deferred to ad hoc working group

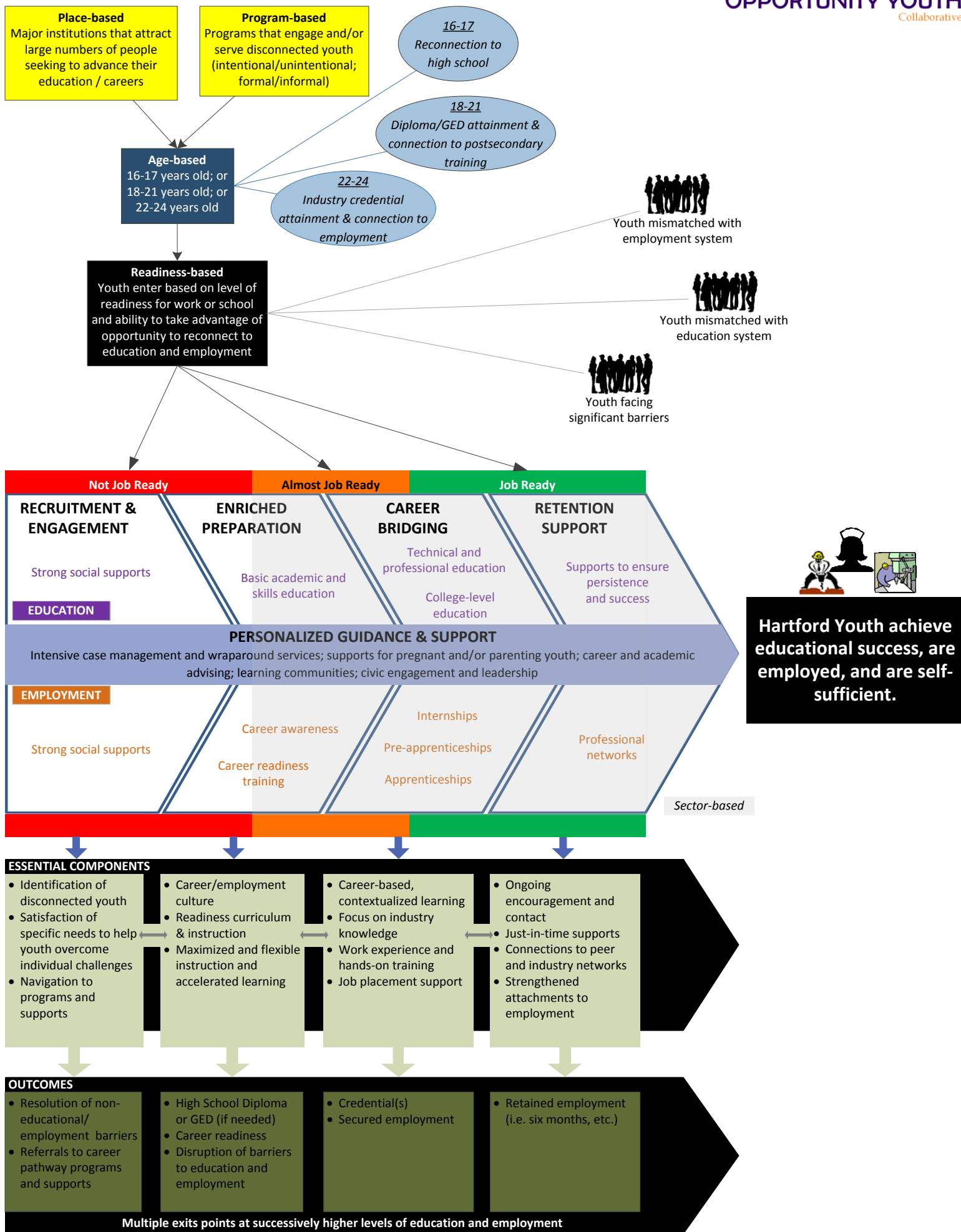
KEY OBSERVATIONS & CONCLUSIONS

- Collaborative members shared updates and program information.
- Mayor Pedro E. Segarra shared updates on the implementation award from Aspen, initiatives to close the income gap, and impact of efforts in early childhood education and internet access.
- Ron Shack of Charter Oak Group presented benchmark reporting based on the Collaborative's RBA framework.
- Kim Oliver mentioned efforts of a workgroup to explore opportunities associated with the federal inter-agency partnership in Education, Labor, and Health and Human Services for Performance Partnership Pilots (P3).

FOLLOW-UPS

- Online tool for programs and services currently being offered by Collaborative members
- Recruitment for Youth Leadership Training Development Program

NEXT MEETING: The next meeting will be held on December 11, 2014.



Results-Based Accountability Framework

MARCH 18, 2014

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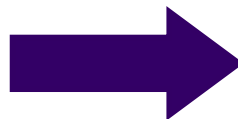
RESULT: Hartford Youth achieve educational success, are employed, and are self-sufficient.

	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.

Foundation Programs

NOVEMBER 26, 2014

OVERVIEW

Hartford Opportunity Youth Collaborative selected three sector-based career pathway programs as foundation programs to learn from, foster, and enhance during the planning year. Each foundation program serves Opportunity Youth, leads to credentials in growth sectors with middle-skill jobs, and addresses the major system challenge of college completion.

- **Construction:** Capitol Region Education Council offers a contextualized learning program that targets Opportunity Youth who are justice-involved high school dropouts (aged 18-24) and prepares them for the GED, provides industry credentials, and sponsors internships. This training program uses an integrated Basic Education and Skills Training Program (I-BEST) model, a nationally recognized model that develops literacy and work readiness skills.
- **Health Care:** Blue Hills Civic Association partners with Capital Community College and Manchester Community College to offer an enhanced Associate Degree program for Allied Health careers. Success coaches work with each Opportunity Youth to create an individual Service Plan, and program staff offer financial aid workshops to help participants access available funding.

Our Piece of the Pie partners with Asnuntuck Community College to deliver a comprehensive, contextual learning experience combined with occupational skills instruction in credit-free healthcare certifications – RMA (Registered Medical Assistant), Certified Phlebotomy Technician & Certified EKG Technician, and Medical Billing & Coding (CPC-Certified Professional Coder). Also, if needed, youth have the opportunity to attain their high school diploma.

- **Manufacturing:** Our Piece of the Pie partners with Asnuntuck Community College to deliver a comprehensive, contextual learning experience combined with occupational skills instruction in three certificate programs in Manufacturing Technology—Manufacturing, Welding, and Electronics—programs from which nearly all graduates secure jobs in high-demand positions and, if needed, have the opportunity to attain a high school diploma.

RESULTS TO DATE

The programs listed above are supported with federal funds as part of the Workforce Investment Act (“WIA”). Last year, the foundation programs served 80 youth in Hartford.

Demographics

- 50% are Latino and 53% are Black/African-American
- 10% report having been previously or currently being incarcerated or supervised in the community (optional response)
- 10% report having been or currently being in foster care (optional response)
- All noted lack of transportation as a barrier

Education Attainment

- 29% of youth enter our foundation programs with a reading level less than high school (Our work in the foundation programs have decreased this to 8%.)
- 53% of youth enter our foundation programs with a high school degree; only 9% have a reading level of 12th grade or better; and none have a math level of 12th grade or better

Results of our foundation programs (as of June 2014) include:

- 80 youth served
- 9 youth (of the 32 youth that did not have a high school diploma) attained a High school diploma/GED
- 47 youth enrolled in college towards a degree/certificate
- 66 Non-college degree, post-secondary credential(s) were attained
- 17 youth improved their literacy levels
- 22 youth improved their math levels
- 50 youth gained work experience

Social Innovation Fund Opportunity

NOVEMBER 26, 2014

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BACKGROUND

In order to reconnect youth to success, Hartford Opportunity Youth Collaborative developed a comprehensive, multi-year plan that integrates education, youth development, workforce development, and other systems. Through systems building, we will decrease the number of youth without a high school diploma or not in school and not working (Opportunity Youth), disconnected from education and employment in Hartford.

Career Pathway System

The Collaborative's Career Pathway System connects programs, services, and partners to better meet youth where they are. The system builds upon national models – including JFF's Back on Track model, emerging lessons from our foundation programs, and is customized to meet our needs in Hartford. It meets youth where they are, includes onramps for youth experiencing multiple hurdles, provides personalized guidance and support, and leads to jobs with family-sustaining wages. Phases include engagement, preparation, bridging, and retention.

JFF-Aspen Social Innovation Fund Subgrant

Jobs for the Future (JFF), in partnership with the Aspen Institute Forum for Community Solutions, released a Notice of Funding Opportunity inviting communities using a collective impact approach to improve outcomes for Opportunity Youth to apply for funding to implement JFF's Back on Track pathways for Opportunity Youth. In March 2015, JFF/Aspen will select up to twelve communities to receive between \$175,000 and \$300,000 per year over three years, with the potential for continuation funding for an additional two years. The grants will require a 1:1 non-federal cash match at the local level.

PROPOSED CONCEPT (IN DEVELOPMENT)

Capital Workforce Partners, the backbone organization of HOYC, will apply for \$300,000 per year over three years to reconnect 350 young men of color and young mothers to education and employment by March 31, 2017.

To implement JFF's Back on Track model interventions in postsecondary/career bridging, HOYC will work with service providers with expertise in serving Opportunity Youth and experience in partnering with higher education to offer college credit-bearing career pathway programs that successfully transition youth from high school to college and lead to middle-skill jobs with sustaining wages. The program will incorporate vestibules to determine interest, fit, and suitability, training in college preparation skills (test taking, time management, math/language remediation, etc.), career development activities that align with a specific college, onsite college experience at a local campus, and onsite dedicated staff support to ensure college persistence. Dedicated staff will act as the intermediary and play the critical role as the central focus of support ensuring seamless, integrated services in a variety of areas personalized for the individual participating youth.

Also, to implement JFF's Back on Track model interventions in enriched preparation, HOYC may work with service providers with expertise in serving Opportunity Youth and experience in preparing youth for the GED or alternative high school diplomas to offer a high school completion pathway that successfully positions youth to pass the GED or alternative diplomas program. The program will incorporate academic support, computer literacy (if needed), and onsite dedicated staff support to ensure retention.

This proposed initiative will enable our partners to go beyond WIA eligibility requirements, offer programs and services specifically customized for Opportunity Youth of color and those with family responsibilities, and essentially double the number of vulnerable youth currently served in college-career pathways in Hartford.