Hartford
OPPORTUNITY YOUTH
Collaborative

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WORKGROUP CHARGE

The 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

- Better Hartford's plan for My Brother's Keeper and how it connects and intersects with HOYC and member prgrams and initiatives.
- Learn how CT's two-generational initiative relate to Opportunity Youth.
- Better understand how we can support prevention strategies to decrease the number of Opportunity Youth.
- Share opportunities to improve the lives of Opportunity Youth by connecting and leveraging activities and resources.

PRE-MEETING READING MATERIALS & HANDOUTS

- Minutes from the previous meeting
- Equal Measure Evaluation Memo for Hartford
- 100,000 Opportunities Initiative Overview
- My Brother's Keeper Action Plan for Hartford
- CGA Two-Generational Programming and Policy Presentation

AGENDA

I. Networking and Announcements
12:00 PM - 12:30 PM

II. Welcome from the Mayor
12:30 PM - 12:40 PM

III. My Brother's Keeper
12:40 PM - 12:55 PM

IV. Two-Generational Initiative
12:55 PM - 1:10 PM

V. Hartford Coalition on Education and Talent
1:10 PM - 1:25 PM

VI. Closing Remarks
1:25 PM - 1:30 PM

Collaborative Meeting Notes

DECEMBER 8, 2015

Hartford OPPORTUNITY YOUTH Collaborative

CHAIR PERSON: Mayor Pedro E. Segarra

MEMBERS

Achieve Hartford!
ANT/Value in You
Asnuntuck Community College
Billings Forge Community Works
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
City of Hartford
Compass / Peacebuilders
CT Association of Human Services
CT Central State University
CT Department of Children and Families
CT Department of Corrections
CT Judicial Branch (CSSD)
CT Juvenile Justice Alliance
CT State Colleges and Universities
Hartford Adult Education
Hartford Behavioral Health
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
JAG Connecticut
Leadership Greater Hartford – Third Age Initiative
Metro Hartford Alliance
Move Up!
Our Piece of the Pie
Project Longevity
STRIVE Hartford
The Village for Children and Families
United Way of Central and Northeastern CT
Urban League of Greater Hartford
URISE
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

12:00 p.m.	Welcome & Introductions
12:10 p.m.	Metro Hartford Progress Points
12:25 p.m.	My Brother's Keeper
12:40 p.m.	Opportunity Works Hartford
1:00 p.m.	Aspen OYIF National Evaluation
1:15 p.m.	Announcements
1:25 p.m.	Adjournment

Collaborative Meeting Notes

DECEMBER 8, 2015

Hartford OPPORTUNITY YOUTH Collaborative

KEY OBSERVATIONS & CONCLUSIONS

- Scott Gaul of the Hartford Foundation for Public Giving provided an in-depth data review of Opportunity Youth trends. Specifically, the number of OY increased dramatically for Hartford since 2010 (peaking in 2012) whereas OY in Bridgeport, Waterbury, and New Haven remained flat or decreased during that time. Also, OY was on a decline until the Great Recession which dramatically spiked the number of OY in CT's major cities. While data and its findings can be fuzzy, it's important to review this data over time to determine the pace of change, the driving forces behind trends, and right questions to ask (i.e. housing and transit, living wages, school enrollment, etc.).

- Georgia Kioukis and Kimberly Edmonds of Equal Measure presented evaluation overview and emerging findings for Aspen's Opportunity Youth Incentive Fund. They reminded that the two main goals of the investment is (1) to build strong evidence of success for utilizing the collective impact community collaboration strategy to build and deepen pathways that achieve better outcomes in education and employment for opportunity youth and (2) to make the case for increased adoption of collective impact and community collaboration as an effective model for community change. Emerging findings include youth engagement is a substantial – and innovative – component of all sites' efforts, Collaboratives' efforts to "change the narrative" and build commitment to their local OYIF agenda are embedded in ongoing efforts, the majority of collective action efforts are focused on the implementation of discrete programmatic and pathway changes infused by best practices to improve pathway quality, and although collaboratives are deploying discrete activities to build out or enhance pathways for opportunity youth, these strategies are setting the stage for achieving long-term systemic change at scale.

NEXT MEETING: The next meeting will be held in March 2016.

EQUAL MEASURE | FINDING PROMISE FUELING CHANGE

To: Hartford Opportunity Youth Collaborative
From: Equal Measure
Date: March 2016
Re: Site Visit: Aspen Forum for Community Solutions Opportunity Youth Incentive Fund

Introduction

This memo presents high-level findings from Equal Measure's site visit to Hartford, CT, on December 8-9, 2015. We interviewed a total of 24 individuals representing a variety of sectors and partner organizations (See Appendix A for list of interviewees and their affiliations). We also attended the quarterly Hartford Opportunity Youth Collaborative (HOYC) meeting. The site visit to Hartford constitutes the second in a series of visits to communities participating in the Aspen Forum for Community Solution's Opportunity Youth Incentive Fund (OYIF). The goal of each site visit is to better understand:

1) How partners are working collectively to enact local systems changes and policy agendas intended to lead to sustainable improvements in pathways and services, and
2) Specific strategies the collaborative is using to improve outcomes for youth who are out of school and/or out of work.

The findings in this memo document key learnings from the site visit and are organized according to three community-level strategies detailed in Equal Measure's theory of change: collaborative infrastructure, commitment building, and collective action. In addition, observations about the theory of change's three crosscutting priorities – data; youth engagement; and diversity, equity, and inclusion – are also elevated. Each section also identifies key factors that have and may influence the collaborative's work. The memo concludes with questions for consideration as the collaborative continues with its work. This memo is not intended to provide an exhaustive account of site efforts, but rather present the most salient themes that emerged from interviews.

About the Collaborative

HOYC aims to design and implement a comprehensive plan that improves the quality of life outcomes for Opportunity Youth (OY). HOYC explores strategies that enhance and expand effective career pathways, utilizes a Results-Based Accountability framework to inform decision-making and assess progress, and supports policies to scale up and sustain the collaborative's work. The collaborative has also implemented a youth leadership development training program to empower OY leaders. The HOYC is convened by the backbone organization, Capital Workforce Partners, North Central Connecticut's Workforce Development Board.

Key Findings

Collaborative Infrastructure

Structures to support cross-organization and cross-stakeholder actions

"To have all key stakeholders in one room—that doesn't happen [in other places]. It's an impressive feat."

Despite its small geography, Hartford has cast a wide net to include over 40 cross-sector partners at the HOYC table. The HOYC site lead and the backbone organization are well-known and well-regarded among the partner organizations, and this has allowed for the backbone to leverage its reputation and trust to be able to convene such a wide range of partners. The deep representativeness of community organizations that specialize in youth development, workforce development, and education at the HOYC table allows the individual agencies to make deeper connections with organizations they know but may not have necessarily worked with in the past. This level of inclusivity allows for greater connections of these three systems to effectively support Hartford OY. Current partners could articulate the value and best practices they bring to the HOYC table so that others can learn from what they have built. Yet, there are still opportunities to expand the partnership and make the partnership "more plentiful" as described by one partner to include other local systems that intersect with the lives of OY, including juvenile justice, child welfare, business, health, and human services. While Hartford Public Schools is involved to some extent with the collaborative, a policy requiring 16- and 17-year olds to attend school rather than seek high school equivalency has prompted a careful framing of the collaborative's K-12 value proposition.

HOYC uses a number of tactics to ensure that its partners are included in decision-making and information sharing. HOYC employs multiple means for collaborative engagement through quarterly collaborative meetings and bi-monthly sub-committee meetings. Collaborative-wide meetings are structured to present updates and information on local initiatives from partners, including news regarding Hartford. Partners value the networking opportunities these meetings offer. Two smaller work groups, the Results-Based Accountability (RBA) and Data Committee and the Effective Pathways Committee, are structured to provide decision making to the broader collaborative and allow for more systems-level discussions on how collaborative partners are integrated with one another. For newer members and those not involved directly with the foundational programs, there are opportunities for further engagement. For example, those partners who are newer expressed wanting a deeper, structured orientation to the collaborative, as well as more knowledge on the goals and progress of the two sub-committees.

There is a strong common vision among partners around the work that they do for the OY population and a deep desire to contribute to the greater goals of the HOYC while valuing the current work of the individual partners. Partners involved in planning the HOYC could clearly articulate the goals of the collaborative to use a more holistic approach to bring together a number of providers from different sectors that will change the way programming for OY is accomplished in Hartford. HOYC aims to identify how to leverage and align partner services and to talk to other providers to fill in gaps of their services. Partners expressed excitement in being able to talk to others to figure out how to improve their services as no one organization can provide all the needed services or build bridges across systems alone. Partners, overall, expressed a desire to contribute to the greater purpose and "collective ownership" of the collaborative, but were cautious in how the systems change work could be approached as to not dishonor work currently occurring in communities and to not threaten resources for partner organizations. HOYC partners were particularly sensitive to having to negotiate a tension that arises from serving the same OY population and going after similar funding sources.

Plans to use the RBA framework are intended to move the collaborative closer to supporting cross-organizational action and increasing accountability among partners. The RBA framework was first developed as a state-led initiative to measure the impact of services of state agencies. HOYC has adopted this RBA framework in order for organizations to

measure their own contributions to the collaborative's chief goal*: Hartford Youth achieve educational success, are employed, and are self-sufficient.* Once fully implemented, the RBA framework can measure the collective impact efforts of the HOYC. The backbone articulates a strong vision for the utility of the RBA framework and aims to articulate its community-level outcomes through this framework to the entire HOYC. Partners not part of the RBA and Data Committee were eager to learn more about this framework.

Factors influencing progress

Based on interviews and a review of documents provided by the collaborative, we offer key factors we believe have and will play a critical role in developing collaborative infrastructure.

- **Assessing and reigniting commitment among all partners.** At this point in the collaborative's development, there are important points of engagement and reengagement for HOYC to consider. Despite the breadth of partners, some critical stakeholders could be more engaged, including employers, city and state agencies, the school district, and some social service agencies (including mental health, addiction services, and housing). The mayor chairs the collaborative, but partners cited potential benefits in having other local lawmakers join the HOYC table as well. Partners shared that this may also be a good time to consider how to refresh excitement as collaborative meetings seem to be becoming under-attended and under-utilized.

- **Continued coordination and communication across the HOYC.** There is a general sense from partners that there is a need for increased coordination among service providers, and that some partners should have to "give up something for the sake of the group." Partners also felt that increased opportunities for follow-up between meetings would keep more people engaged and would strengthen the knowledge-base of collaborative goals for the whole HOYC.

Commitment Building

Conditions, context, relationships, and narrative for ambitious OY-supportive change

Hartford social service agencies are in constant "triage" and "crisis management" mode, a situation in which individual and community needs are critically urgent, but the pace of systems change is very slow. The immediacy to better serve this population was most evident with a recent shooting that involved a youth whom partner agencies knew. Creating the right conditions and context for OY-supportive change takes significant time (generally longer than grant funding periods). Collaborative partners identified multiple issues facing OY in their communities and recognized that working with OY is intensive work that requires sustained commitment. Partners, many long-time youth serving agencies, reported the need to negotiate this long-standing tension between the immediacy to help their OY populations and the amount of time it takes to change existing *and* create new effective education and workforce pathways. This tension was described as causing distrust and apprehension among community members in accepting new initiatives.

"Employers need to not be scared to hire from their own community and need to understand that these youth won't mess up."

HOYC is cognizant that it needs to bring more employers to the table who can address specific barriers for OY success and be flexible in supporting OY. The collaborative continues to be thoughtful about employer engagement. Hartford has a relatively small employer base, yet partners are proud of their relationships with small and mid-size employers. In multiple cases, foundational program partners have built long-term stable partnerships with employers, and program operators have been able to negotiate flexibility with shift hours so youth can attend classes while working. Employers have also participated in retention support services for youth. Some larger industries and employers lie just outside the Hartford city lines, and barriers such as supply of jobs and transportation exist. Employers from within and around

Hartford were lifted up as critical stakeholders who can make stronger commitments to supporting OY.

Hartford has been successful in getting national attention and continues to attain new funding (e.g. Casey Foundation and Social Innovation Fund's (SIF) Opportunity Works) and new opportunities (e.g. Promise Zone and My Brother's Keeper), all of which build capacity for OY-supportive change. The opportunities give the collaborative more ways to increase the number and types of effective OY pathways and supports. Additional awards, like SIF, allow for more youth to be served by agencies, to build evidence for and scale a program. The collaborative is excited to be able to take its programs from pilot to something more sustainable and to have data on OY impact to assist in sustaining successful programs. HOYC also saw the SIF as testing and building evidence that is required for organizations in order to go "in front of bigger investors."

Despite the wealth of opportunities in Hartford, collaborative members talked candidly about the barriers that highway I-84 has brought to the city, dividing it geographically, racially, and collaboratively. There appeared to be some sensitivity among partners who saw historical inequities brought onto their communities by this division. There was hope that HOYC could bridge the divide of the city and build commitment among partners to serve all of Hartford. There are signs that even in its early stages of implementation, HOYC is helping to bridge these two areas of the city in service of OY.

Factors influencing progress

Based on interviews and a review of documents provided by the collaborative, we offer key factors we believe have and will play a critical role in commitment building.

- **Strengthening employer relations.** Collaborative partners engage a very broad network of partners, including employers and community college partners who may not be active partners of the collaborative. At the same time, partners articulated that employers need to approach the OY population with additional supports and flexibility toward building commitment for the HOYC agenda. The HOYC has the opportunity to not only improve pathways offered to OY but also increase its visibility in the community by tapping into extended networks.

Collective Action

Identification, adoption, adaptation, and implementation of specific, effective, scalable, and sustainable actions, which create stronger pathways and change the way that local systems interact to better support OY success

"To eradicate barriers, it's not a cookie cutter approach. Each youth needs a personalized approach."

HOYC has leveraged the successful work of its collaborative partners to identify new ways to further integrate existing effective pathways serving OY. Taking best practices from its partner organizations and its own backbone expertise, HOYC has developed a robust "Education-Career Pathway System" that links education, training, employment and continuing supports for OY to attain family-sustaining employment (See Appendix B for graphic). Partners were able to speak to the successes that this approach brings to youth and were eager to integrate this pathway system across collaborative members. Partners were also optimistic that such a system and framework could assist in helping a broader group of agencies buy into the HOYC vision.

HOYC has made a concerted effort to address long-standing issues of inequity through focusing on data to drive the creation of effective pathways. In addition to being able to present and adopt equitable practices from partner agencies, the work of the RBA and Data Committee and the Effective Pathways Committee has allowed for an assessment of the quality of OY supports in the community to build pathways for OY that better support their success. Many of the partners interviewed were long-time residents of Hartford and understood how inequitable changes had failed the low-income residents of the capital city. At the HOYC

meeting, historical census data were presented to highlight trends in inequitable employment in the city. Partners articulated operationalizing equity through increasing the quality of supports for OY. For HOYC, equity means not only providing OY a job that has advancement opportunities, but also providing the needed supports to help youth be successful in a job once they are hired. For example, one partner discussed the success they have had with their young people through aftercare management, providing youth with case management for six months post program completion. There was a sense that many youth need additional resources and supports (e.g., incentives or stipends) to be able to fully participate in the foundation programs, but funding use requirements have presented barriers.

Data are also being used to inform the collaborative's progress toward achieving youth education success, employment, and self-sufficiency. As discussed earlier, the collaborative has been making progress in planning for data collection across partners, including completing a comprehensive assessment of what OY data are actually being collected by partners. Hartford does not have a unique problem in the complex coordination that is required to get data from various systems and partners, but has not been deterred by these barriers. The collaborative is still working toward collecting data to inform continuous quality improvement and there are individual organizations that have been more successful with getting data sharing agreements with the local school district or community colleges. The collaborative is cognizant that it must build partner capacity to use data to interpret findings using the RBA framework.

HOYC strives to achieve collective ownership and empowerment of the collaborative with its youth leaders. The collaborative has engaged youth through the development of a leadership program, and through councils and meetings. Youth leaders are invited to the collaborative meetings, and the backbone organizes a youth council that helps to drive decision-making for funding. Partners emphasized a need for more youth voice in driving the work of the collaborative. Youth are vital members of their communities and can testify about the work, building trust among community members and HOYC. HOYC is sensitive and respectful to the needs of OY and how it approaches OY engagement. Before moving forward with deepening its engagement with youth, HOYC seeks to better address the serious barriers this population faces, like homelessness and needing stipends to participate.

"Now is the time to involve the youth more and give the youth more of a youth voice and maybe there have been some missed opportunities. We do a lot of advocating for youth rather than having them advocating for themselves."

Factors influencing progress

Based on interviews and a review of documents provided by the collaborative, we offer key factors we believe have and will play a critical role in the collaborative's collective action.

- **Data use.** HOYC has partners with deep expertise in data sharing and can tap into its partners to better systematize its own cross-agency data collection processes. This will be critical when working to build out the Education-Career Pathway System.

- **Elevating and adopting best practices.** Thus far, HOYC has been able to adapt curricula (for the youth leadership training program), frameworks (particularly RBA), and pathways (education-career pathway) from strategies of its broader collaborative members. Partners were candid in discussing the strengths of other organizations in the collaborative and how some agencies could serve OY in ways others may not be able to.

Questions for Consideration

The collaborative has laid the groundwork for a strong partnership positioned to address the needs of Hartford's most vulnerable youth. The site visit yielded a handful of questions for consideration as the collaborative continues to grow.

How can the collaborative further align Hartford agencies for collective impact? There is a perception that funding in Hartford is shrinking and becoming more competitive for organizations serving OY. At the same time, the trust and respect that partners have for the site lead and backbone has brought many organizations to the HOYC table. Partners acknowledged that this specific spirit of collaboration is different from what they have experienced in the past, and there is an opportunity to use HOYC to strengthen the individual competitiveness of partner organizations. How can HOYC's common vision be translated to further create mutually reinforcing activities and to hold partners accountable for the shared OY agenda?

In what ways can HOYC's work build greater trust in Hartford neighborhoods? Communities are critical stakeholders of the OYIF, and HOYC collaborative partners have long-time roots in their communities, but there may be an opportunity to further strengthen the trust across HOYC partners and, thereby, increase trust from community members. How can trust be strengthened across partners that in turn also helps to strengthen the commitment for the HOYC agenda among community members?

How can the HOYC continue to address inequities that impede the success of OY? In order to address structural inequities that have impacted the lives of OY and their families, there are additional supports needed for OY. However, organizations may not be able to use specific funding to address particular inequities or build additional support (e.g. using funding to offer youth incentives or stipends for participating). Where do opportunities exist to use HOYC to address these funding gaps and thereby gaps in equitable supports for OY?

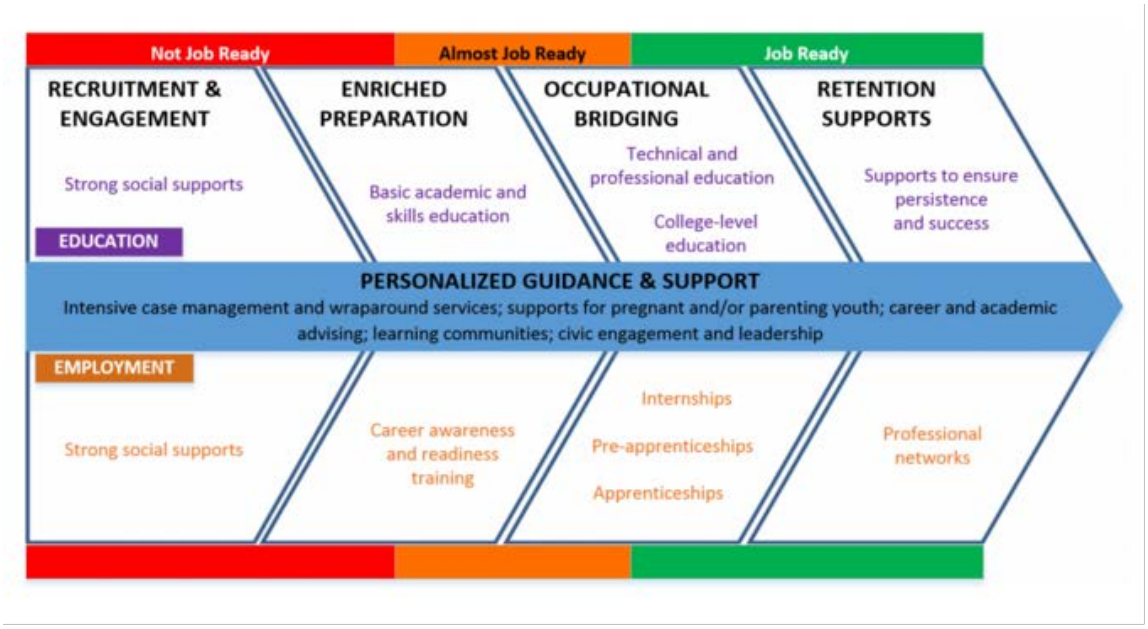
Appendix A

List of Interviewees

- Alex Johnson, Capital Workforce Partners
- Alissa Johnston, Capital Workforce Partners
- Andrew Woods, Hartford Communities That Care
- Chanda Robinson, Our Piece of the Pie
- Flor De Hoyos, CREC
- Frank Gulluni, Manufacturing Technology Center at Asnuntuck Community College
- Hector Rivera, Our Piece of the Pie
- Judy McBride, Hartford Foundation for Public Giving
- Kelvin Lovejoy, Hartford Communities That Care
- Kim Oliver, Capital Workforce Partners
- Lee Hunt, Blues Hills Civic Association
- Liz Dupont-Diehl, Jobs for America's Graduates
- Maryanne Pascone, CREC
- Paula Gilberto, United Way of Central and Northeastern Connecticut
- Quishema Jones, Blues Hills Civic Association
- Raul Irizarry, Center for Latino Progress
- Ren Brockmeyer, MOVE UP!
- Scott Gaul, Hartford Foundation for Public Giving
- Sharon O'Meara, Hartford Foundation for Public Giving
- Thea Montanez, Promise Zone
- TJ Dubeansky, Capital Workforce Partners
- Wendy Gamba, Capital Workforce Partners
- William Clark, Workforce Solutions
- Yanil Teron, Center for Latino Progress

Appendix B

Hartford Opportunity Youth Collaborative Education-Career Pathway System



100,000 OPPORTUNITIES Initiative

Two-thirds of employers are struggling to fill more than 3.5 million open positions.

These companies need workers with qualifications and skills. Opportunity youth, one of the largest growing populations in America, form a deep well from which to draw. With the right investment, they will provide the talent, energy, and solutions needed by 21st century companies. The coalition is managed by FSG and the Aspen Institute's Forum for Community Solutions and was founded by a group of private-sector companies, funders, and youth-focused organizations. Many of America's inspiring, value-driven companies have already signed on.

Our goal is to create the nation's largest employer-led private sector coalition focused on helping young people build skills and attain credentials, while connecting them to employment.

Coalition Members

CVS Health, Microsoft, FedEx, Nordstrom, JCPenney, Prudential, Prudential Foundation, Pizza Hut, Papa John's Pizza, Better Ingredients. Better Pizza., Target, Hyatt, Taco Bell, Hilton Worldwide, Domino's, Red Robin Gourmet Burgers and Brews, T-Mobile, Walgreens At the Corner of Happy & Healthy, Starbucks, macy's, Walmart

"By using our scale to create pathways to affordable education and meaningful employment for these young men and women, we're strengthening both our workforce and economy through world-class training, development and creating career paths. As business leaders, I believe we have a critical role to play in hiring more opportunity youth and offering these young people the chance to dream big and truly reach their aspirations."
- Howard Schultz , CEO and Chairman of Starbucks and Co-Founder of the Schultz Family Foundation

The 100,000 Opportunities Initiative brings together a growing coalition of companies that share a commitment to tap into the talents, skills, and drive of Opportunity Youth. Participating employers are able to:

- Network with like-minded companies that are making a positive impact on youth and their communities.
- Learn from coalition members and leverage best practices to attract and retain a motivated and diverse workforce.
- Create efficiencies in recruitment and retention, while reducing costs associated with turnover and unfilled positions.
- Streamline access to the skills and potential from one of America's fastest growing populations through connections with nonprofit organizations that prepare youth to enter the workforce.

HARTFORD
LOCAL ACTION PLAN

Contents

About the

The North End of Hartford (06120) is home to nearly 24,000 residents of which 70% are of African-American and West Indian ancestry and 28% are of Hispanic/ Latino ancestry. The vast majority of residents are working class men and women raising children and grandchildren on an average per capita income of $12,099. This equates to a poverty rate of 49.35% compared to the City's 33.9% and State's 10%.

Once a thriving community up until the mid-1960's, these neighborhoods haven't fully recovered after the riots that devastated the major commercial strips and manufacturing and other jobs left the region.

In Hartford, there are more than 6,000 youth ages 16 through 24 who do not have a high school diploma or have a high school diploma but are not in school and not working. Approximately, 90% of these youth are either African-American/ Black or Latino. The impact of being disconnected from education and employment is multi-generational and can be broadly felt not only by the youth but also by their families and our community as a whole.

> *The 06120 area is home to more than 24,000 residents.*

Just as low levels of employment impact healthy outcomes, rates of violence, and youth substance abuse, so does low academic performance. Thirty percent of the adult population age 25 years and older, who do not have a high school diploma This is significantly higher than the 12% for the state. *(City of Hartford Community Health Needs Assessment March 2012)*

In the past ten to fifteen years, there has been an assortment of economic development, housing and new school development in virtually every Hartford neighborhood but the 06120. In the 06120, the only major development during this time frame consists of the demolition and rebuilding of two public housing complexes, a new YMCA and $2.1 billion (regional) Clean Water Project that employed or contracted with very few residents from this community. Of the five schools located within the 06120, only one received a major redesign and it was designated as a magnet school that until recently, very few neighborhood students could attend.

President Obama's
My Brother's Keeper Initiative and the Violence Free Zone

Given the challenges faced by the 06120 neighborhoods, local community advocates, led by Hartford Communities That Care (HCTC), developed a community coalition which sought to have the area designated a Violence Free Zone (VFZ) and the focus of a My Brother's Keeper (MBK) initiative.

The Vision of the My Brother's Keeper (MBK) and the Violence Free Zone (VFZ) coalition is to enhance the neighborhood's ability to be a place where youth and young adults are able to reach their full potential and thrive with ongoing and coordinated support from parents, schools, business, government and community.

The Mission of the MBK/VFZ coalition is to bring youth, adults and multiple stakeholders together to promote protective factors such as strong families, schools, communities and social and emotional supports and reduce risk factors such as violence, substance abuse, and poor academic performance.

Our Structure

The My Brother's Keeper/Violence Free Zone Coalition is a collaboration between many institutions, agencies, and individuals living or operating in the North End of Hartford, Connecticut. The coalition is staffed by Hartford Communities That Care, Inc. which is the "back bone" agency responsible for supporting various activities of the MBK/VFZ coalition.

VFZ/MBK Time Line

July 2013

In July 2013, Governor Dannel P. Malloy allocated funds to Hartford Communities That Care (HCTC) to launch the State's first Violence Free Zone (VFZ) Coalition in the north end of Hartford, Connecticut. The goal of this community and school-wide effort is to reduce violence and youth substance abuse, increase social emotional supports and increase academic performance among youth and families in this neighborhood.

September 2014

By September 2014, HCTC had leverage additional investments by applying for and securing a five year Connecticut State Department of Education's 21st Century Community Learning Center grant targeting up to 100 students grades 3-8.

November 2014

On November 17, 2014, Mayor Pedro Segarra and Councilman Kyle Anderson partnered with the Northeast Neighborhood Violence Free Zone (VFZ) coalition to convene and the VFZ and My Brother's Keeper (MBK) Local Action Summit was convened to share, discuss and illicit additional input on the VFZ/MBK recommendations.

My Brother's Keeper Goals

When we accepted President Obama's My Brother's Keeper Challenge in the Spring of 2015 we recognized this as an opportunity to strengthen our commitment to addressing the challenges faced by boys and young men of color in Hartford.

Specifically, we recognized this as an opportunity to address two of the six MBK Goals that could have short-term more immediate impact-Goals 5&6, with a vision toward partnering more strategically with our local schools and higher education community to address Goals 1-4.

The Six MBK Goals

- *All children enter kindergarten ready to learn*
- *All children are reading at grade level by third grade*
- *All students graduate from high school ready for college or career*
- *All students have access to post-secondary education or training*
- *All youth have access to jobs and valuable work experiences*
- *Reduce violence and provide second chance opportunities*

February 2015

On Thursday February 5, 2015 Governor Dannel P. Malloy and Mayor Pedro Segarra convened a Second Chance Round Table hosted by Hartford Communities That Care and the VFZ/MBK coalition.

April 2015

On April 28, 2015, U.S.Senator Chris Murphy, Mayor Pedro Segarra and others announced that the Obama Administration had designated this north end community as a coveted Promise Neighborhood.

January 2015

On January 1, 2015, the VFZ/MBK coalition secured resources from the Centers for Neighborhood Enterprises to pilot an 18-month mentoring program funded by the Office of Juvenile Justice & Delinquency Prevention (OJJDP). The goal is to recruit mentors to support up to 100 school based youth living in the VFZ/MBK community.

March 2015

March 24, 2015: As a direct result of the VFZ/MBK's advocacy efforts, Governor Malloy and Lt. Governor Wyman announced the creation of the Governors Youth and Urban Violence Commission, the nation's first such commission in existence to examine the root causes of urban violence and what can be done to address this problem.

October 2015

October 20-21, 2015, U.S.Congressman John Larson hosted youth, civic, organizational and faith leaders from the 06120 in Washington DC. The purpose: to meet with members of the White House, Congress and various federal agencies to share the experiences of living and operating within the 06120; and to learn about potential supports that could come from our Federal partners.

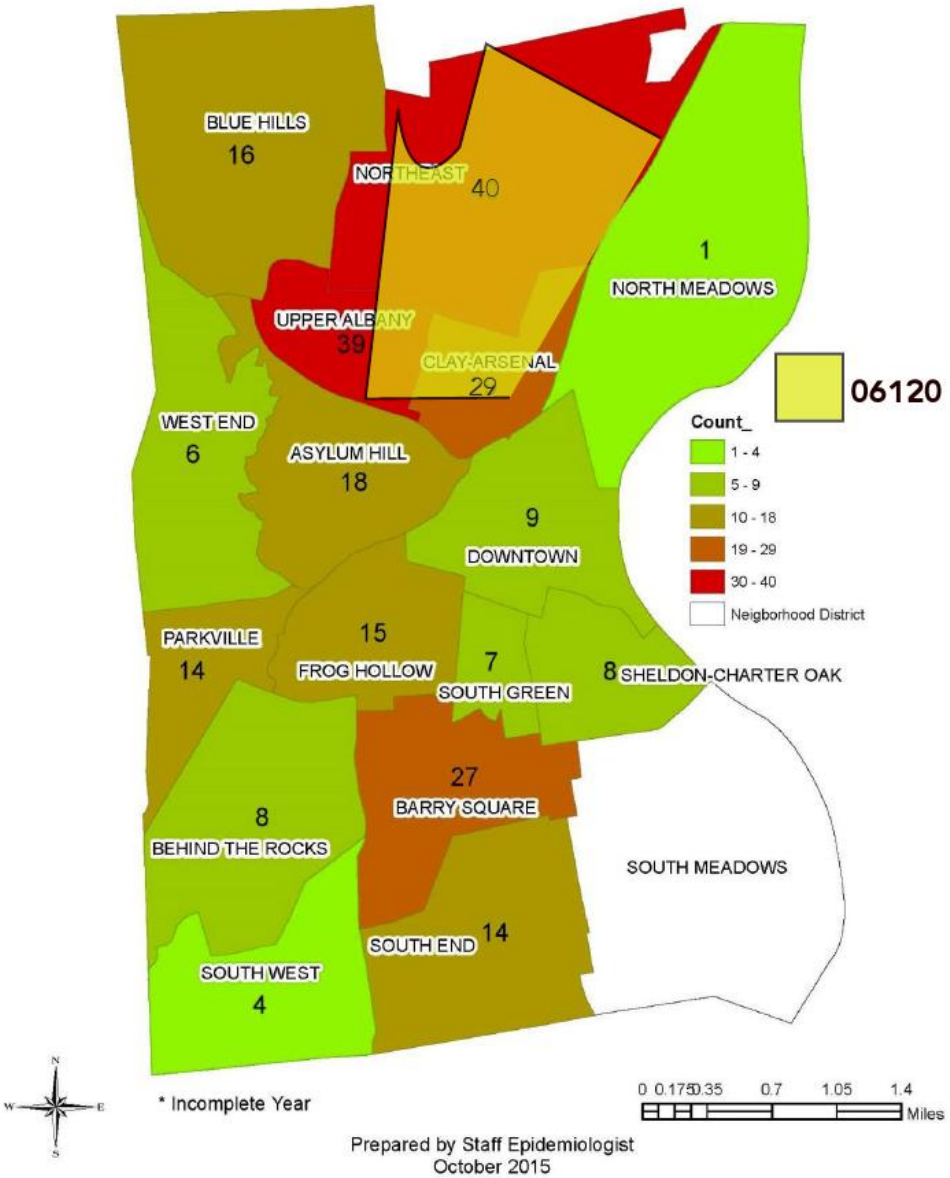
The Geography of
Violent Crime in Hartford

In 2014, 15 persons were murdered in the City of Hartford, which doubled to 31 homicides in 2015. Of the homicides committed in 2014 and 2015 over 50% were committed in Hartford's 06120 neighborhoods, making this this zip code the most dangerous in the State of Connecticut.

According to St. Francis Hospital and Medical Center, nearly 50% of violent crime victims admitted to the hospital during the years 2013-2015, were from the north end's 06120 and nearly 80% of all victims were African-American. The 911 Call data paints a similar picture to police and hospital data of where the highest incidents of violent crimes are clustered.

In 2015, of the 31 homicides committed in Hartford, 16 took place in the 06120 neighborhoods.

Number of Homicides by Neighborhood, Hartford, CT, 2005-2015*

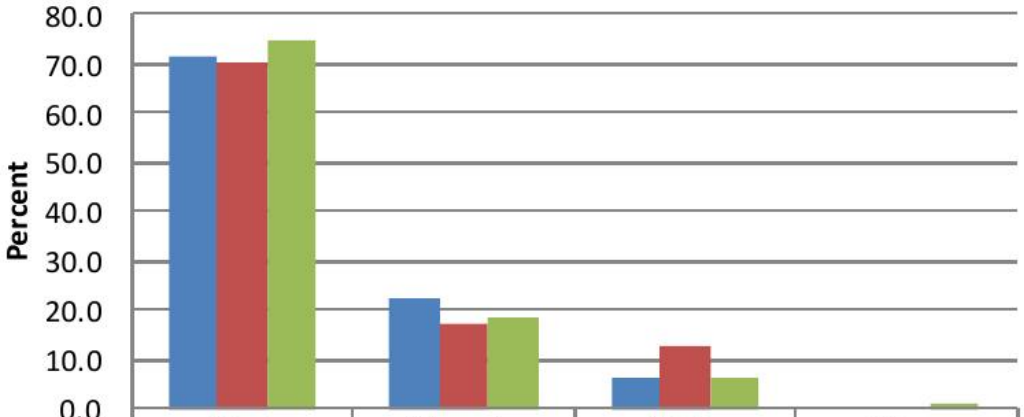


Prepared by Staff Epidemiologist
October 2015

Too many victims were our young adults and our children.

The causes of violence are many, from poverty, inequality, substandard housing, no to low paying jobs, ineffective educational systems, high rates of formerly incarcerated and unemployed adults, to unaddressed trauma needs of victims of abuse, neglect and chronic exposure to violence. Regardless of the causes, this violence is profound and will continue to diminish the quality of life for our families and young people. Therefore, The My Brother's Keeper (MBK) Local Action Plan is designed to raise awareness of the challenges faced by boys and men of color and recommend some common sense solutions to prevent and reduce violence, increase access to mental health and trauma supports and provide hope for training and job opportunities.

Trauma Victims by Race in Hartford



	Black	Hispanic	White	Other
2013	71.8	22.4	5.9	0.0
2014	70.2	17.2	12.5	0.0
2015	75	18.5	6.2	1.2

ST. FRANCIS HOSPITAL AND MEDICAL CENTER TRAUMA REGISTRY DATA 2013-2015

Framework for Action

Racial equity in economic development, education, community development, health, criminal justice and civic participation is essential to Hartford's long-term vitality. People of color make up the largest segment of our population and hold a key to our shared future. The majority of our future parents, community leaders and innovators will be people of color. But persistent opportunity gaps between whites and people of color, especially boys and young men of color, continue. These gaps limit everyone's future prospects.

While the root causes of disparities have historic precedents, many of these gaps can be explained by today's realities of insufficient income, unhealthy living environments, and inadequate access to learning opportunities and barriers to civic participation. These are systemic issues. It is in all our best interests, and therefore, our responsibility to address them collectively.

Thankfully, Hartford has been primed over the past several years to take on this challenge as there are several public/private, civic and non-profit and faith partnerships engaged in collective efforts or "tables" that are highly developed, such as Hartford Opportunity Youth and the North Hartford Promise Zone. But the fact that racial equity gaps still persist draws us to a central question: Is there still something missing in how we approach our collective action?

The MBK/VFZ Coalition members made it clear the emphasis for our Community Action Plan should be on changing how we address these goals. They recognize that changing how we work will change what we do and result in strategies that are culturally-specific. Our Community Action Plan will incorporate four principles into any effort to achieve a MBK goal. The principles include changing systems, adopting culturally specific strategies, changing perceptions, and making boys and young men of color visible in the data.

MBK/VFZ Coalition

2016-2017 Objectives: Align work of existing collective action tables such as North Hartford Promise Zone, Hartford Opportunity Youth, Office of Returning Citizens and Hartford Public Schools with MBK goals; expand involvement of representation to include additional stakeholders; especially boys, young men of color and returning citizens.

- Sustain fiscal support the MBK/VFZ coalition
- Create and formalize an MBK Youth Leadership Academy to include Returning Citizens
- Submit Revised MBK Local Action Plan to City of Hartford and White House MBK Leadership
- Secure resource development, evaluation and other technical assistance to sustain and enhance coalition and partner organizations

Mayor's Office

2016-2017 Objectives: Champion the efforts to change narrative and perceptions about boys and young men of color; change how decisions are made about city programs and budgets to reflect the needs of boys and young men of color.

- Change narrative and perceptions
- Collect accomplishment Stories
- Develop and introduce MBK lens for City programs and budgets
- Convene annual progress summit

Grantmakers

2016-2017 Objectives: The City of Hartford will develop a Funders Learning Circle committed to changing how they approach grant making to increase impact on boys and young men of color.

- Promote use of culturally-specific grant making processes.
- Support system change through public policy
- Build capacity in community-based, faith-based and community led organizations
- Convene MBK Funders Circle
- Host MBK Roundtable and Listening Sessions
- Create MBK Funding guidelines
- Identify and commit resources to fund MBK programs and strategies

MBK's 5th Goal

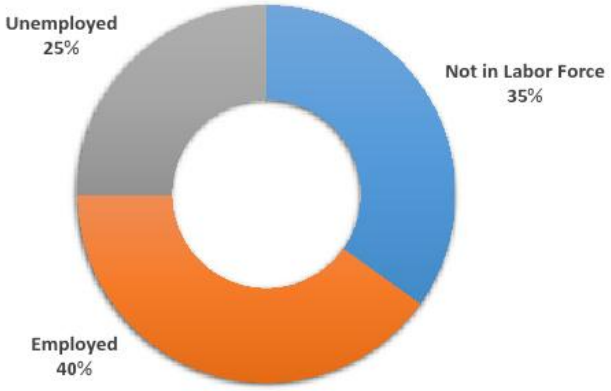
Successfully Entering the Workforce

Anyone who wants a job should be able to get a job that allows them to support themselves and their families. The mayor of Hartford has established the City of Hartford Youth Services Corp to address these needs.

The **Urban League of Greater Hartford** and **Capital Workforce Partners (CWP),** which is the backbone organization for **Hartford Opportunity Youth Collaborative (HOYC),** are members of the **My Brother's Keeper/Violence Free Zone coalition.** The CWP/HOYC is also a collective impact effort and cross-sector collaborative made up of leaders in education, youth development, and workforce development committed to helping youth achieve educational success, secure employment, and be self-sufficient.

As members of the MBK/VFZ coalition, the Urban League of Greater Hartford and CWP/HOYC are well positioned to assist young people ages 16-24 who are disconnected and in need of additional supports to gain access to skills and support needed to enter the workforce.

Our goal is to secure resources to continue the workforce and career development efforts of Opportunity Youth and Youth Services Corp



Employment Status
20 - 24 Years Old

MBK's 6th Goal

Reducing Violence and providing second chance opportunities

The social, emotional, and mental health implications of violence must be addressed and approached from both grassroots (non-traditional) and traditional mental health providers to be effective. To address MBK's 6th goal to reduce violence, the VFZ/ MBK coalition has organized collaborations to achieve the following:

- Establish a City of Hartford Office of Returning Citizens
- Provide a second chance to returning citizens after incarceration by helping them get the education, job skills, and job opportunities they need to be self-sufficient through the efforts of the Greater Hartford Harm Reduction Coalition, North Star Center for Human Development, the Institute for High End Groomers, and Sister Soldier Environmental Services.
- Create a Youth Leadership Academy to engage youth in critically examining the challenges their community faces and becoming youth leaders and civic activists to bring about positive changes.
- Prevent violence by organizing a rapid response team to provide immediate deescalation, counseling, and other crisis support to victims of violence and their families to reduce the likelihood of retaliation and help mitigate the long-term problems associated with experiencing trauma or repeated exposure to trauma. This efforts have been initiated by COMPASS Peacebuilders Street Intervention and Prevention Program, Mothers United Against Violence, and the Hartford Crisis Response team.
- Link affected community members to mental health services and programs to address the problems of post-traumatic stress, depression, anxiety, and other mental health concerns following acts of violence or repeated exposure to violence, provided by Hartford Behavioral Health, Catholic Charities, the Village for Families and Children, Ebony Horsewomen, and Other mental health and clinical providers.
- Increase programs expected to prevent youth from engaging in violence, such as teen pregnancy prevention, positive recreational programs, and faith-based programs, such as Hartford Proud Drum and Drill Team, 4 Unity Mentoring and Civic Engagement Program, Thee Lawson Chapel/Urban Hope Refuge Teen Pregnancy Prevention Program.

Funding needs to be secured to support the efforts of each of these organizations and programs to achieve these objectives.

The My Brother's Keeper Leadership Academy

The MBK Youth Leadership Academy (YLA) is a leadership training program for youth to develop self-efficacy, communications skills, and capacity to speak as peer leaders about community needs and concerns to policy makers and advocates. Participatory action research (PAR) is an approach that involves people of all ages in research and action to transform the structural and social problems in their communities and schools that affect them directly or indirectly. We plan to integrate PAR with leadership development in the MBK YLA to provide youth with the knowledge and skills they need to become informed advocates and activists to address the problem of violence in their neighborhood, while improving their school attachment, academic achievement, and employment options.

The PAR approach can be adapted to work with different age groups. Our plan includes specific efforts using a developmentally-appropriate approach to engage middle school youth, high school youth, and young adults who are returning citizens from incarceration or unemployed and out of school between the ages of 16 and 24.

- The middle school model will involve 7th and 8th grade students to create interactive narratives and films documenting cultural leaders and activists from their neighborhood and uncovering neighborhood history, and to transform results into creative installations, presentations or performances highlighting the history, cultural, social, and political assets of the 06120 area. This will build strong connections among youth and forge their vision of themselves as neighborhood spokespersons involved in civic engagement.

- The high school model emphasizes leadership, civic engagement and skills development through PAR. Youth will learn how to select an issue that affects them and their peers, conduct community research to understand its causes and consequences, create strategies for change at the policy and practice level, and use the results to negotiate structural change with politicians and policy makers.

- The young adult model will specifically focus on "returning citizens" and what it will take to improve their life chances of success. This approach begins with existing efforts to critique or change policy, and rallies young adults around research to evaluate how to do this. Like other forms of PAR, it builds technical, communications and social skills. It also will include support for high school, college completion and employment and training opportunities. This model offers a long-term program of continuous leadership development through PAR linked with other programs. It allows for graduates of one cycle to become mentors for others, and potential for "upward mobility" in skills development, public presence, and engagement with policy makers in 06120, citywide, statewide, and nationally.

During the summer of 2015, the MBK/VFZ coalition launched the YLA in collaboration with the Institute for Community Research (ICR) and Hartford Communities That Care (HCTC). During this 6-week pilot program, ICR implemented their PAR model with seven (7) youth from the 06120 area.

Participating youth were taught to conduct asset mapping to determine the community assets available to youth in the 06120 neighborhoods. They explored recreational, informational, entertainment, food, shelter, educational, career learning opportunities, worship, service organization, and health center assets. YLA youth interviewed key leaders from the community, facilitated focus groups among their peers, surveyed close to 400 youth with the Pride Risk and Protective Factor Survey, and reviewed secondary data on the 06120 area from St. Francis Hospital emergency room admissions for assaults, shootings and stabbings, 911 call data, and violent crime reports from the Hartford Police Department. They learned to process and analyze data, summarize it, and present it to a mixed audience of adult educators, healthcare and public health professionals, policy makers, and other youth.

Based on their findings, YLA youth in the summer pilot program suggested:

- Some meaningful opportunities and assets in the 06120 need to be marketed.
- Residents in the 06120 area that residents need to feel safe to take advantage of some of these opportunities and assets.
- More assets and opportunities need to be created in the 06120 area specifically geared towards older youth.
- More youth employment and training opportunities need to be developed for 06120 residents.
- More and safer recreational centers are needed in the 06120.
- There needs to be better coordination among stakeholders in the 06120.
- There needs to be an increase in quality food and retail in the 06120.
- A health center and non-traditional mental health supports need to be available for residents in the 06120.
- Assets of all types need to be built in areas where few assets exist.
- The MBK Youth Leadership Academy needs to be sustained and expanded to include a high school model and an out-of-school and Returning Citizens youth model that's developmentally appropriate for these age groups.

Backbone Support Provided By

HARTFORD
COMMUNITIES THAT CARE, INC.

Special Acknowledgments

U.S. Senator Chris Murphy (D-CT)
Congressman John Larson (D-CT1)
Governor Dannel P. Malloy, Connecticut
Hartford Mayor Luke Bronin
Thomas Clarke II, President Hartford City Council
rJo Winch, Hartford City Council
Former Mayor Pedro E. Segarra, City of Hartford
Former Shawn T. Wooden, President-Hartford City Council
Former Kyle Anderson, Hartford City Council (My Brother's Keeper Initiative)
Capt. Steve Harris, Spokesperson, 5th Assembly Democratic Town Committee
Chief James Rovella, Hartford Police Department
Mark McKinney, VP for Community Health Equity, St. Francis Hospital and Medical Center
Darlene Childs, President, Northeast Neighborhood Revitalization Zone

Coalition Partners

4Unity
AFCAMP
Big Brothers/ Big Sisters
Capital Prep Magnet School
Capital Workforce Partners
Centers for Neighborhood Enterprises
Children of Color Organization
City of Hartford Department of Health and Human Services
City of Hartford Emergency Services and Telecommunications
City of Hartford Department of Families, Children, Youth and Recreation
Community Solutions
Community Partners in Action
COMPASS/ Peacebuilders Program
Connecticut Artist Initiative
Connecticut Department of Children and Families
Connecticut Department of Education
Connecticut Judicial Branch Court Support Services Division
Connecticut Office of Policy and Management
Ebony Horsewoman
Friends of Kenny Park
It's a Gee Thang Barbershop
Greater Hartford Branch of the NAACP
Greater Hartford Harm Reduction Coalition
Hartford Adult Education Center
Hartford Behavioral Health
Hartford Communities That Care
Hartford Faith-Based Initiative
Hartford Knights
Hartford Opportunity Youth
Hartford Public Schools
Hartford Police Department
Hartford Proud Drummers
Howard K. Hill Funeral Services
Institute for Community Research
Leadership Greater Hartford
Mothers United Against Violence
National Centers for Neighborhood Enterprises
Northeast Neighborhood Revitalization Zone
North Hartford Promise Zone
North Star Center for Human Development
Office of Juvenile Justice Delinquency & Prevention
Phillips Metropolitan CME Church
Project Longevity-Hartford
Sister Solider Environmental Services
St. Francis Hospital and Medical Center
Urban Hope Refuge/ Lawson Chapel
Urban League of Greater Hartford
YMCA of Greater Hartford

Our Collective Impact Approach/ Our Collective Responsibility

When we started down this road in July 2013 and continued to build momentum along the way, the data we've collected only confirmed what we've already knew; that we are in a crisis and fight for the survival of children and men of color.

To be clear, this fight is not the responsibility of one person, government, agency, house of worship, business or coalition; we have a collective responsibility to ensure that boys and men of color and their families have a fighting chance to succeed in all areas of life.

In 2005, the State of Connecticut chose the Results-Based Accountability (RBA) evaluation model for state-funded education and community programs and many federal and local municipalities support this approach.

RBA, is a simple way to define program measures that can track success and staff effectiveness. The RBA reporting tool, the Scorecard, enables organizations to report these findings in numbers and percentages while granting the organization opportunity to explain the data and propose recommendations.

The MBK/VFZ Coalition is a promising approach that could lead to safer, more productive and healthy communities for families to thrive.

To ensure that our coalition programs and services are well contemplated, regularly reviewed and make maximum impact; we owe it to the boys, men of color and their families to be able to answer these three basic RBA questions: "How much did we do?", "How well did we do it?", and "Is anyone better off?"

As a coalition, this MBK Local Action Plan only marks the beginning of what should be our collective impact approach to insuring that agencies and programs get the support they need, to implement and advocate for polices, practices and programs that will improve the life chances of boys and men of color. Let's stay the course!

Kyle Anderson,
Former Hartford City Councilman

Capt. Steve Harris (Ret)
North Hartford Civic Leader

Andrew Woods, Executive Director
Hartford Communities That Care

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Two-Generational Programming and Policy

The Connecticut General Assembly

October 20, 2015

In Connecticut:

4,100 babies are born each year to a parent that has not yet completed high school

7,750 babies are born to a parent that does not have any type of education past high school

The Problem

In Connecticut:

When the mother is not a high school graduate, for children:

52% live in poverty

84% are low-income

58% have a parent not securely employed

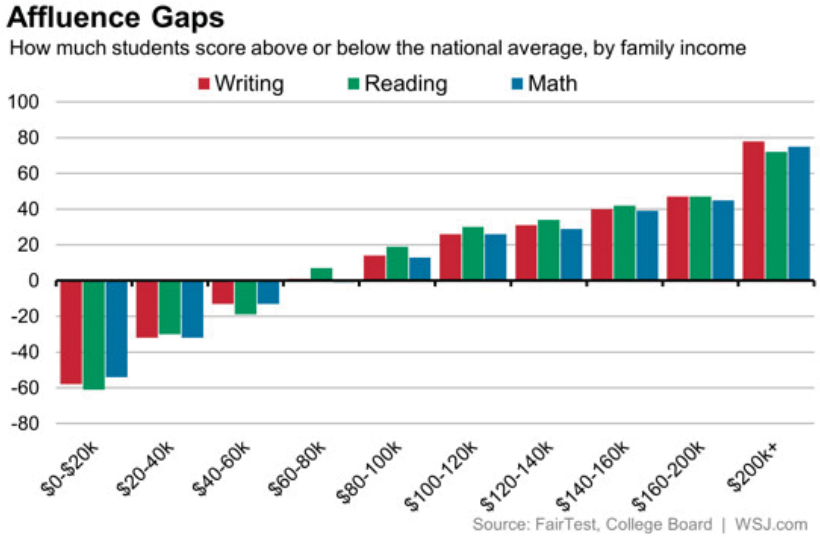
3

Why Two Generations?

* Children live in families
* Parents are crucial to a family's ability to move out of poverty, but for many of the most-in-need parents, lack of education and illiteracy obstruct their personal and economic success, limit the literacy skills of their children, and contribute to the cycle of poverty
* Need a new approach to reduce child and family poverty

4

The Problem

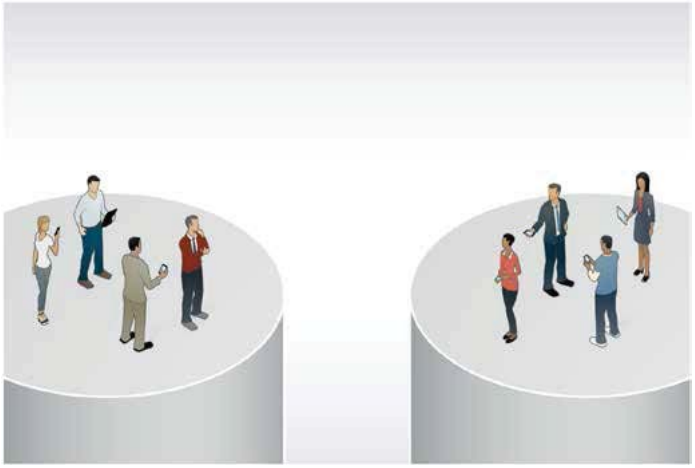


Real, clear effect down the line – SAT test scores in 2014, by income

5

The Problem

Many federal and state programs operate in isolation



* Adult programs treat children as barriers to employment
* Child programs often do not help address whole family challenges or build on family strengths

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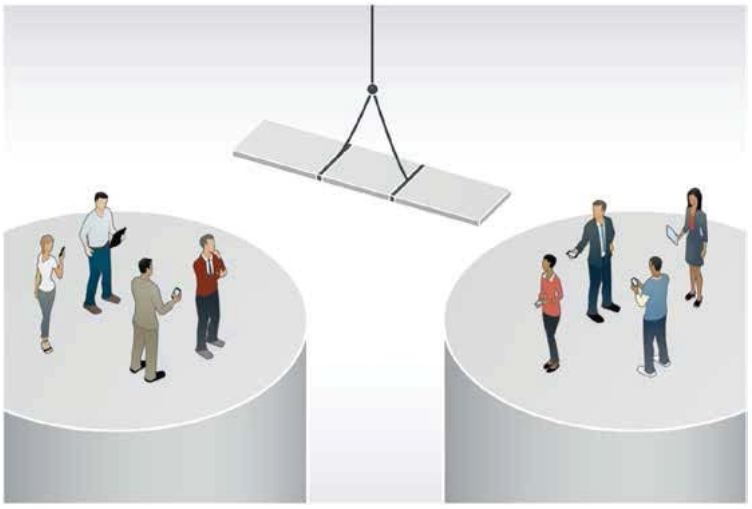
What We Need

Systems and policies that align programs around families



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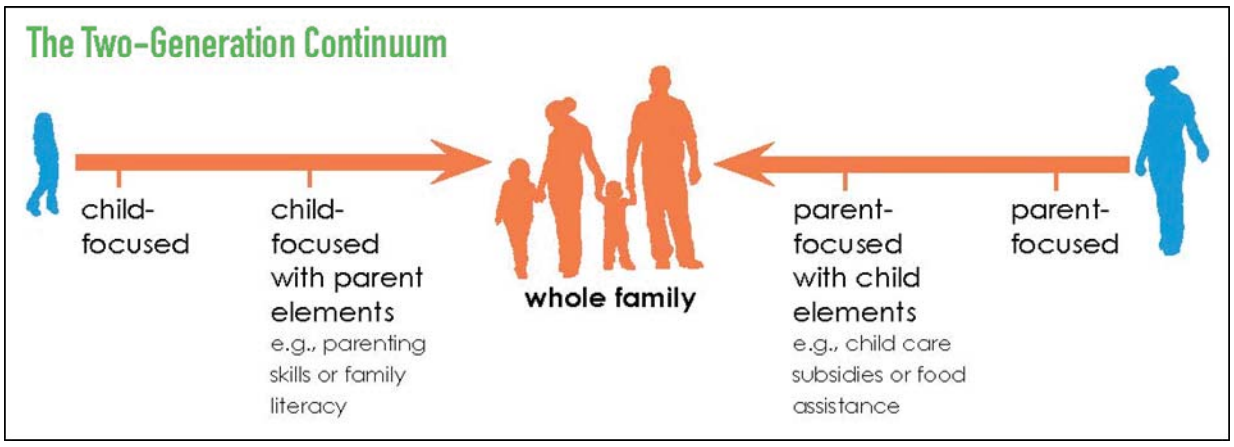
What We Need



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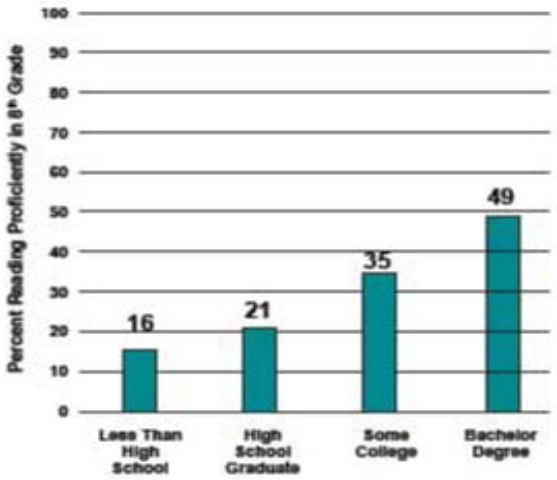
Children's Reading Proficiency, by Parental Education, 2013



Source: National Assessment of Educational Progress. Downloaded by the authors from "Custom Data Tables" from National Center for Education Statistics (2013a). Results are by "parental education" which is the highest level of education reported for either parent (National Center for Education Statistics (2013b).

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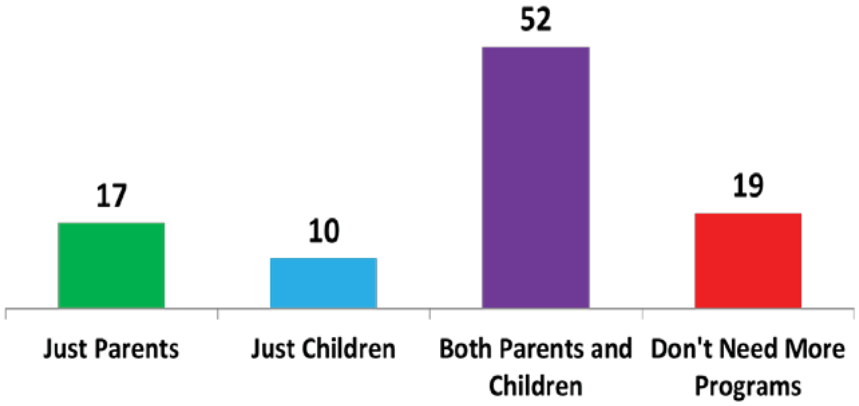
Americans believe a two-generation approach is most effective.



Federal/State Programs to Help People Get Out of Poverty: Which is Most Effective?

Research Commissioned by Ascend at the Aspen Institute

10

Core Two-Generational Strategies

Most two-generational models share a common set of principles and structural components:

* **Focus on low-income families.**
* **Create a portal for entry that is open to both parent and child.**
* **See the family as the unit.**
* **Address learning, work and family strength.**
* **Operate on a principle of service effectiveness and resource efficiency for the family.**

11

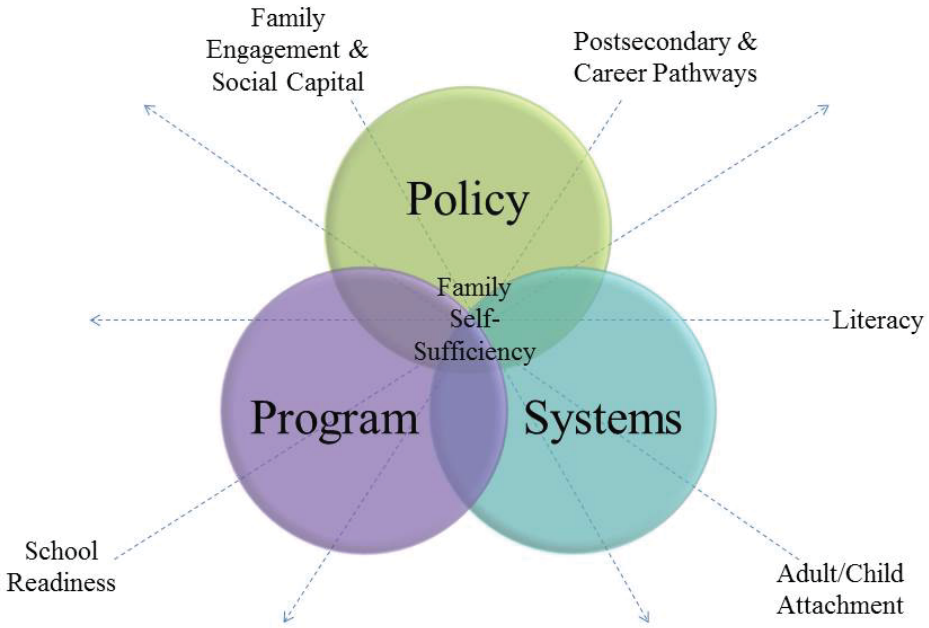
Components of a Two-Generation Approach

1. Quality early childhood education
   a. Infant-toddler care
   b. Preschool
2. Sectoral job training
   a. Postsecondary education
   b. Workforce intermediaries
3. Wrap-around family support services, including:
   a. Adult education and ESL
   b. Career coaching
   c. Peer community-building
   d. Financial education
   e. Transportation assistance
   f. Adult Health and Mental Health Services

Adapted from "Promoting Two-Generation Strategies: A Getting-Started Guide for State and Local Policy Makers," by Christopher T. King, Rheagan Coffey, and Tara C. Smith, published in 2013 by the Ray Marshall Center for the Study of Human Resources.

12

Two-Generational Strategy



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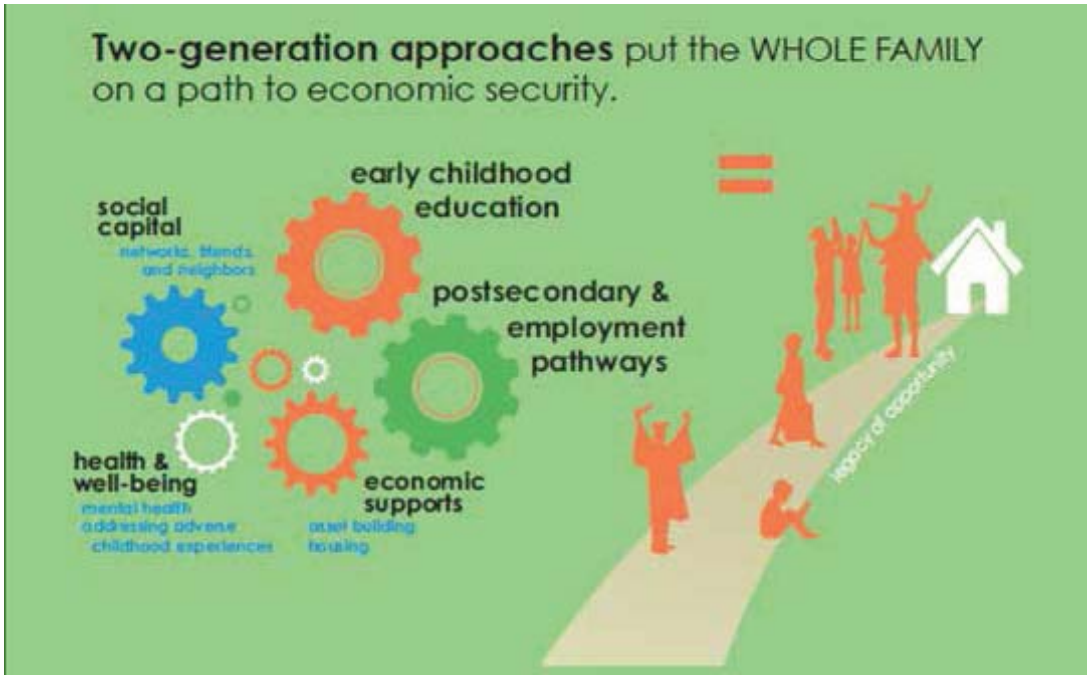
A Systems Approach



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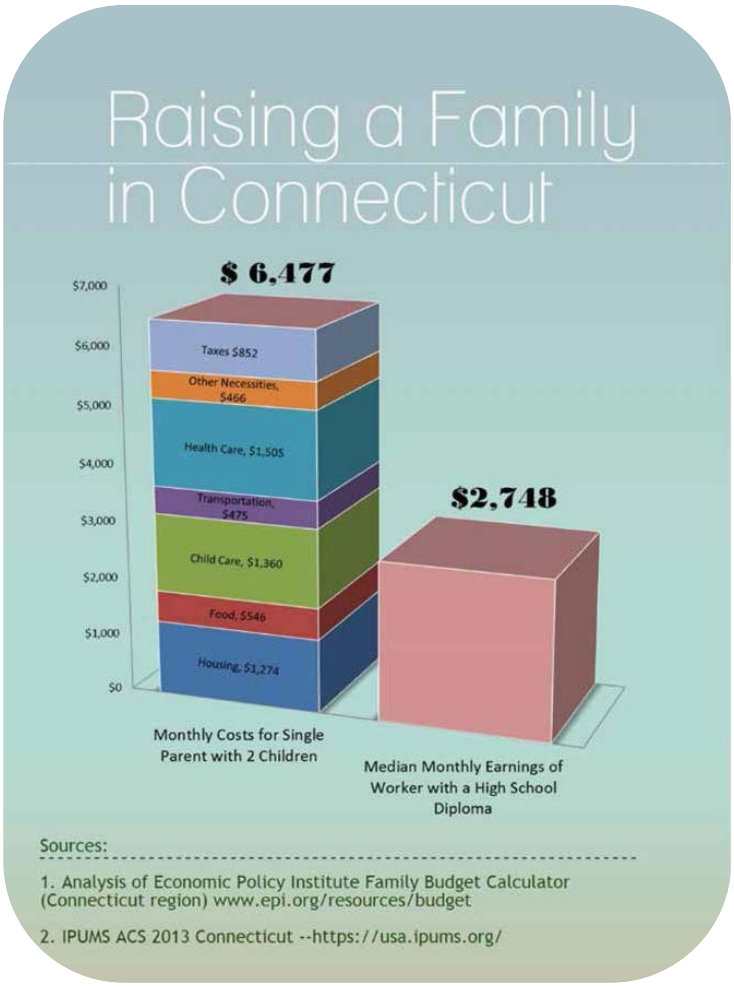

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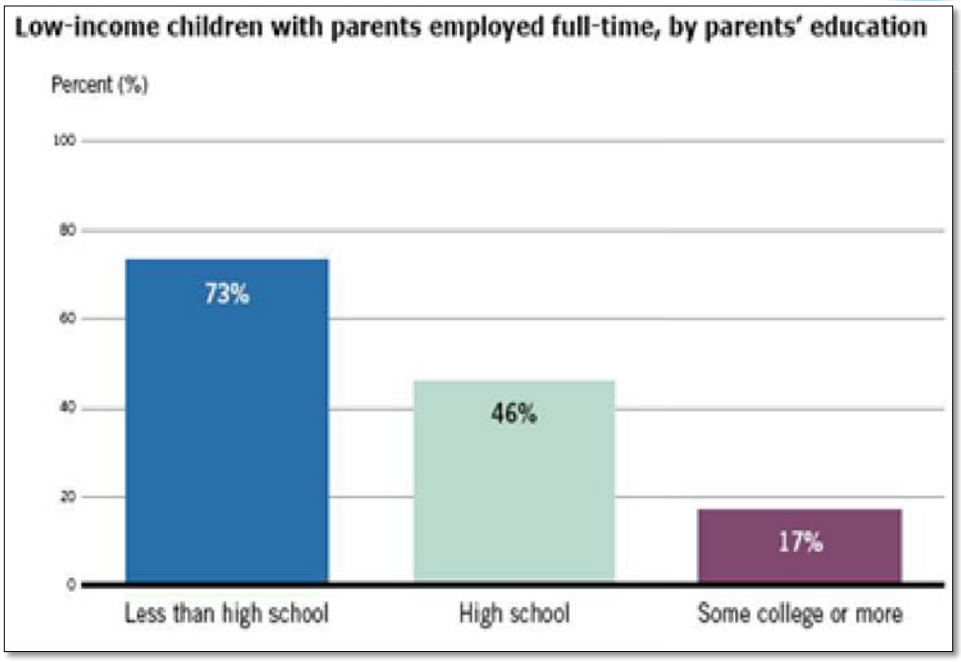


© National Center for Children in Poverty (www.nccp.org)
Parents' Low Education Leads to Low Income, Despite Full-Time Employment
CAHS, Building Opportunity, Two Generations at a Time, 12/2/14

16

Components of CT's 2GEN Legislation

* Delivers academic and job readiness support services across two generations;
* Builds a learning community of pilot sites to share strategies across urban, rural, suburban and regional targets;
* Takes all learnings to develop a state-wide blueprint for both school and workforce success;
* Creates six pilots which focus on a) early learning programs, b) adult education, c) child care, d) housing, e) job training, f) transportation, g) financial literacy and h) other related support services.

17

Components of Legislation Cont.

* Requires a long-term plan and blueprint for a two-generational model with Temporary Assistance for Needy Family funds
* Includes a plan for state grant incentives for private entities that develop two generational programming
* Creates a workforce liaison to gauge and coordinate the needs of employers and households in each pilot community
* Creates an evaluation that looks at outcomes in child, parent, family and systems
* Builds a strategic partnership with philanthropy, business, scholars, elected officials and parents.

18

Two Gen Strategy

19

Communities

* Bridgeport
* Colchester
* Hartford Region
  (Hartford, East Hartford, West Hartford)
* Meriden
* New Haven
* Norwalk

20

Effective Designs for Two-Generational Approaches

1. Add adult programming to child services

Example:

Utah combines workforce and family policy in One-Stop Career Centers which are structured by function, rather than by funds. Functions include workforce development, educational aid, child care and social supports.

2. Add child programming to adult services

Example:

The Keys to Degrees Program at Endicott College in Massachusetts provides single parent housing, child care in the community, and parent support services for parents who attending college. This model has now been replicated at Eastern Michigan University.

21

Effective Designs for Two-Generational Approaches cont.

3. Merge adult and child programs within existing organizations

Example:

Atlanta Civic Site bundles workforce development and family supports together for low-income families. Children in infancy to 10 years old receive quality early care and after school. Parents have a family coach, work supports and an asset-building program.

4. Offer adult and child programming in intentional hub sites

Example:

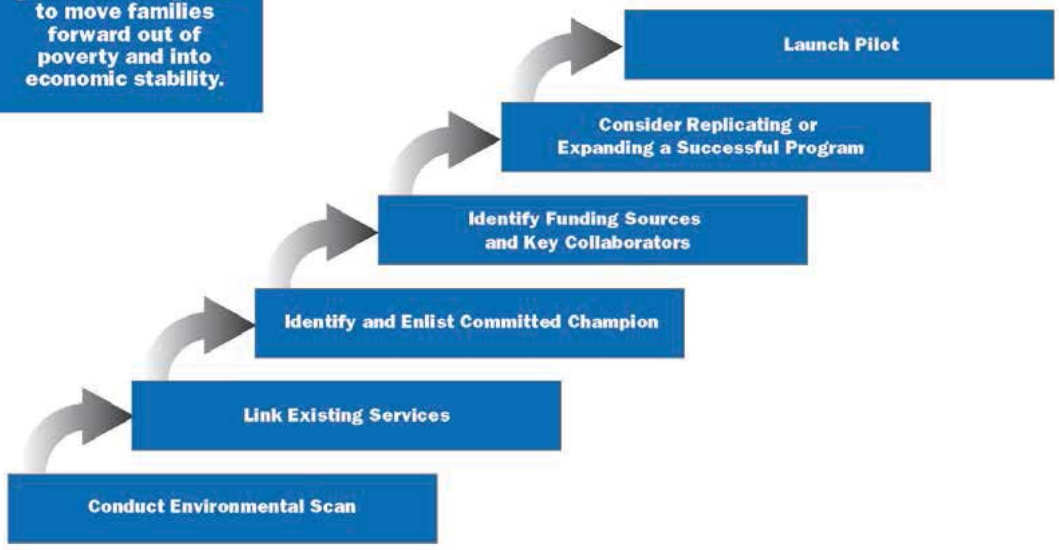
The Jeremiah Program in Minneapolis, Minnesota, recently visited by legislators during the 2014 NCSL convention, offers stable housing and bundles services to single parent families. The program couples quality early care and education for the child, while providing access to employment assistance, classrooms, life coaches and Personal Empowerment Training to adults. Of note, 40 percent of its graduates obtain a four-year degree, 60 percent receive an Associate's Degree, and 90 percent of their children perform at or above grade level.

5. Build upon existing two-generational models

22

Common Steps for Getting Started

There is no one "right way" for two-generation programs to move families forward out of poverty and into economic stability.



23

Continuum of Two-Generation Strategies

24

25

Technical Assistance for Pilot Sites

* Coaches
* National advisory support
* Parent advisory input
* Ongoing technical assistance from the state

26

Two-generation Policy Levers

* Child policies and systems
  * Home visiting, child care, early ed, head start, pre-k, health and mental health, education
* Adult policies and systems
  * Basic needs (food/SNAP, housing, etc.)
  * Workforce needs (educ, training, language)
  * Work supports (child care, transportation)

The Interagency Workgroup

* Oversees the 2GEN pilot program
* Composed of business, policy leaders, scholars, agency experts and the three branches of state government
* Meets every other month before pilot convenings
* Receives pilot program reports quarterly
* Coordinates evaluation to assess child, parent, family, systems and return on investment outcomes
* Assures technical assistance and quality performance
* Coordinated by the Commission on Children

A Frame that Works

* Two-gen is a *lens*, not a specific program
* Intuitive appeal: helps *children* do better by also helping *parents*
* Has bi-partisan appeal:
  - Effective: more outcome- and data-driven than many social service approaches
  - Efficient: can re-orient existing programs

29

Meeting Dates

* November 10, 2015 (LOB)
  * 8:30 – 10:00 AM Interagency Working Group
  * 10:00 AM – 4:30 PM Pilot Sites
* December 15, 2015 (Location TBD)
  * 9:30 AM – 4:30 PM Fairfield County location
* January 7, 2016 (LOB)
  * 8:30 – 10:00 AM Interagency Working Group
  * 10:00 AM – 4:30 PM Pilot Sites
* February 9, 2016 (Location TBD)
  * 9:30 AM – 4:30 PM New Haven location

30