

Hartford
OPPORTUNITY YOUTH
Collaborative
JUNE 30, 2015 ♦ LYCEUM

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

- ♦ Learn about Hartford's assets and other findings from the Asset Mapping 2.0 project.
- ♦ Gain a deeper understanding of the Youth Leadership Development Training Program and its sustainability efforts.
- ♦ Review updates from Aspen's Spring Convening.
- ♦ Share opportunities to intersect and interconnect partner activities focused on Opportunity Youth and the targeted subpopulations.

PRE-MEETING READING MATERIALS & HANDOUTS

- ♦ Minutes from the previous meeting

AGENDA**I. Welcome and Introductions**

12:00 PM - 12:10 PM

II. Message from the Collaborative Chair

12:10 PM - 12:20 PM

III. Asset Mapping 2.0 Project

12:20 PM - 12:40 PM

IV. Youth Leaders

12:40 PM - 12:50 PM

V. Progress to Date

12:50 PM - 1:05 PM

VI. Partner Updates

1:05 PM - 1:20 PM

VII. Wrap Up & Final Thoughts

1:20 PM - 1:25 PM

VIII. Adjournment

1:25 PM - 1:30 PM

CHAIR PERSON: Mayor Pedro E. Segarra

MEMBERS

Achieve Hartford!	Hartford Communities That Care
ANT/Value in You	Hartford Consortium for Higher Education
Asnuntuck Community College	Hartford Foundation for Public Giving
Blue Hills Civic Association	Hartford Job Corps
Boys and Girls Club of Hartford	Hartford Police Department
Capital Community College	Hartford Public Library
Capital Workforce Partners	Hartford Public Schools
Capitol Region Education Council	Hispanic Health Council
Career Resources/STRIVE	JAG Connecticut
Catholic Charities Archdiocese of Hartford	Leadership Greater Hartford – Third Age Initiative
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	STRIVE Hartford
CT Central State University	The Village for Children and Families
CT Department of Children and Families	United Way of Central and Northeastern CT
CT Department of Corrections	Urban League of Greater Hartford
CT Judicial Branch	URISE
(Court Support Services Division)	Wheeler Clinic
CT Juvenile Justice Alliance	Workforce Solutions Collaborative of Metro
CT State Colleges and Universities	Hartford
Hartford Adult Education	YMCA of Greater Hartford
Hartford Behavioral Health	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.	Message from Mayor Segarra
12:20 p.m.	Hartford’s My Brother’s Keeper Community Challenge
12:35 p.m.	Hartford Hires
12:50 p.m.	Youth Leaders
1:05 p.m.	Progress to date
1:15 p.m.	Partner Updates
1:30 p.m.	Adjournment

ACTIONS

- ✓ The Collaborative accepted the goals and benchmarks for the 2014-2015 work plan.
- Due to time limitations, the Collaborative pended a discussion on how community initiatives like MBK and Hartford Hires align with HOYC, if and how the collaborative can help meet the goals of community initiatives, and if and how community initiatives can help HOYC meet its goals.

KEY OBSERVATIONS & CONCLUSIONS

- Mayor Pedro E. Segarra shared several updates including the Collaborative's submission of a proposal for a Social Innovation Fund award of \$900,000 over 3 years as a subgrantee of Jobs for the Future in partnership with the Aspen Institute's Forum for Community Solutions, a grant award of \$375,000 over 3 years from the Hartford Foundation for Public Giving, and Collaborative representation at the Hartford College and Career Readiness Competencies (CCRC) Partnership and the Violence Free Zone Legislative Breakfast.
- Councilman Kyle Anderson and Andrew Woods (Hartford Communities That Care) presented Hartford's efforts as part of the Whitehouse's My Brother's Keeper initiative.
- Tiana Hercules shared an update on the Hartford Hires website that allows residents to register profiles that can then be shared with employers and matched to job openings.
- Kim Oliver reviewed the Collaborative's progress to date including goals and benchmarks of the five principles of Aspen's model for Opportunity Youth. She also shared an illustration on Collective Impact and noted that the journey of learning is generally not a straightforward path to system change.
- Collaborative members shared updates and program information.

FOLLOW-UPS


- Asset mapping interviews with Hartford youth providers
- Attendance at Aspen's 2015 Spring Convening of Opportunity Youth Incentive Fund grantees

NEXT MEETING: The next meeting will be held in June 2015.



Equity

Ensuring Opportunity for Everyone

 #YouthReconnect

MAYOR PEDRO E. SEGARRA

Message from the Collaborative Chair



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HARTFORD OPPORTUNITY YOUTH COLLABORATIVE (HOYC)

Mapping Programs for Opportunity Youth (OY)

June 30, 2015

June 30, 2015

4

Organizations Surveyed

- Surveyed HOYC organizations that either serve OY or may be able to engage / recruit OY for career pathway programs
- 19 organizations contacted and 18 completed surveys and/or interviews
- 21 youth programs discussed

Populations and Neighborhoods

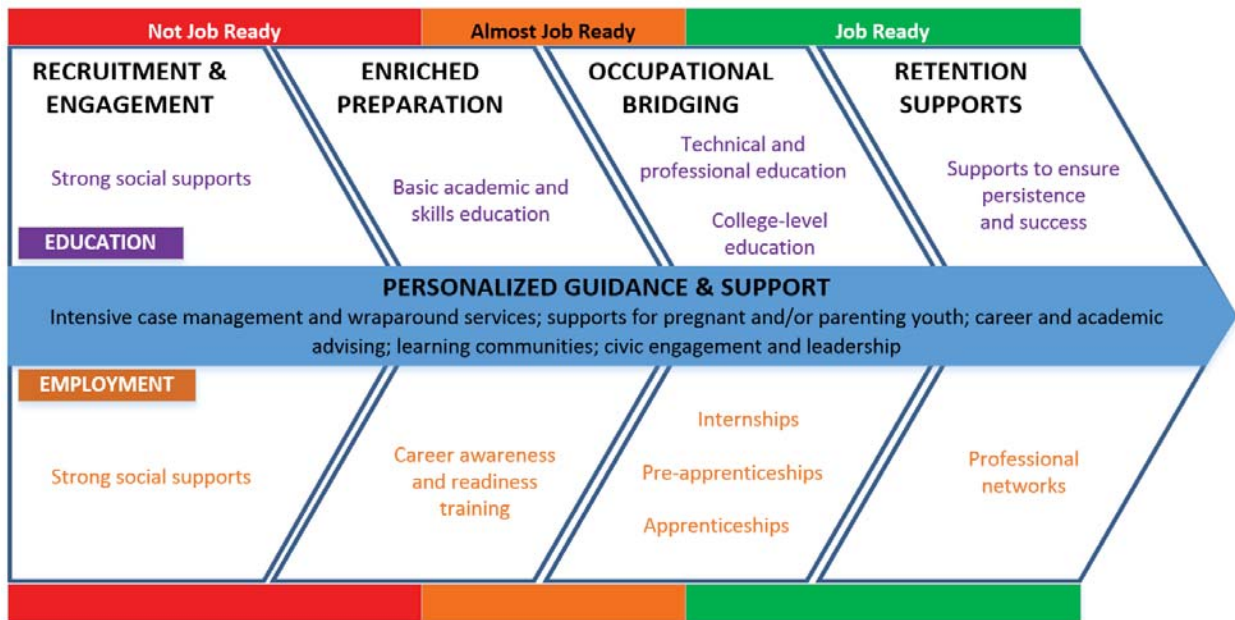
- Most organizations (12 of 18) serve a wide variety of ages and groups: children, youth and adults
- All but one organization serve youth citywide (i.e., no geographic restrictions)

Approximate

Number of Youth Served (16-24)

- Organizations collectively served approximately 1,700 youth and 1,000 OY in their most recent program year
- For the 9 programs with data on the age of participants:
 - 50% of youth were ages 16-18
 - 32% ages 19-20
 - 18% ages 21-24
- For the 10 programs with data on race/ethnicity:
 - 50% of youth were Black or African-American
 - 40% were Hispanic / Latino

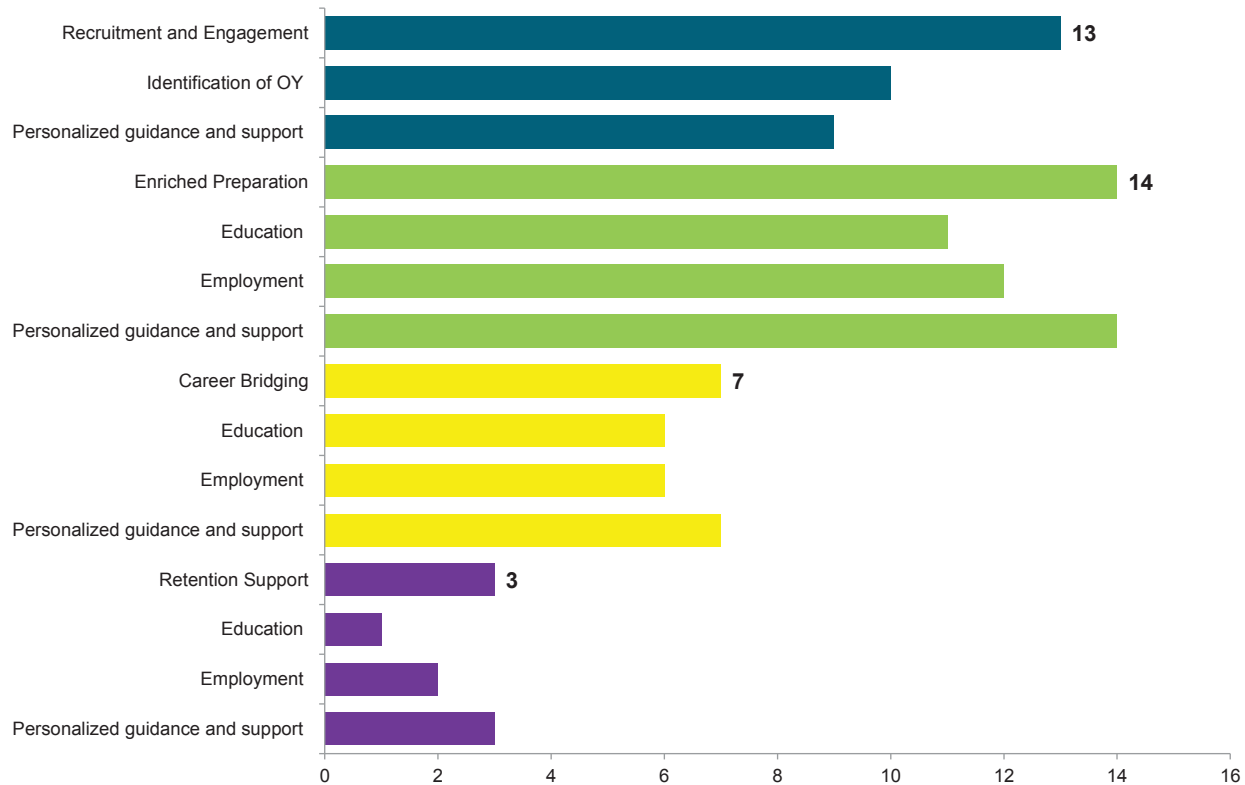
Placing Programs on Career Pathway



Placing Programs on Pathway

- Includes organizations / programs that ***could serve*** as recruitment and engagement sites for OY
- Includes 6 programs that primarily serve ***in-school youth***
- Program ***partners*** include community colleges, Hartford Public Schools, employers and service providers

Number of Programs on Career Pathway by Phase and Services



Outcomes Tracked

- Depends on their career pathway phase(s) and primary goals

Outcome	# Programs Tracking
Program completion	17
Educational attainment	14
Employment	12
Completion of work experience	8
Enrollment in a career pathway program / college	7
Resolution of barriers	3
Education retention (college)	3
Job retention	3
Other outcomes (e.g., recidivism, academic)	9

Data Tracking / Data Systems

- 5 programs use ETO (part of CWP or stand-alone version), 4 use a state or federal system, 4 use another standard data system
- Nearly all use data system for reporting; 9 also use for program evaluation/improvement, and 7 for case management
- Nearly all can produce standardized reports; 6 can produce customized reports or specific data queries in-house

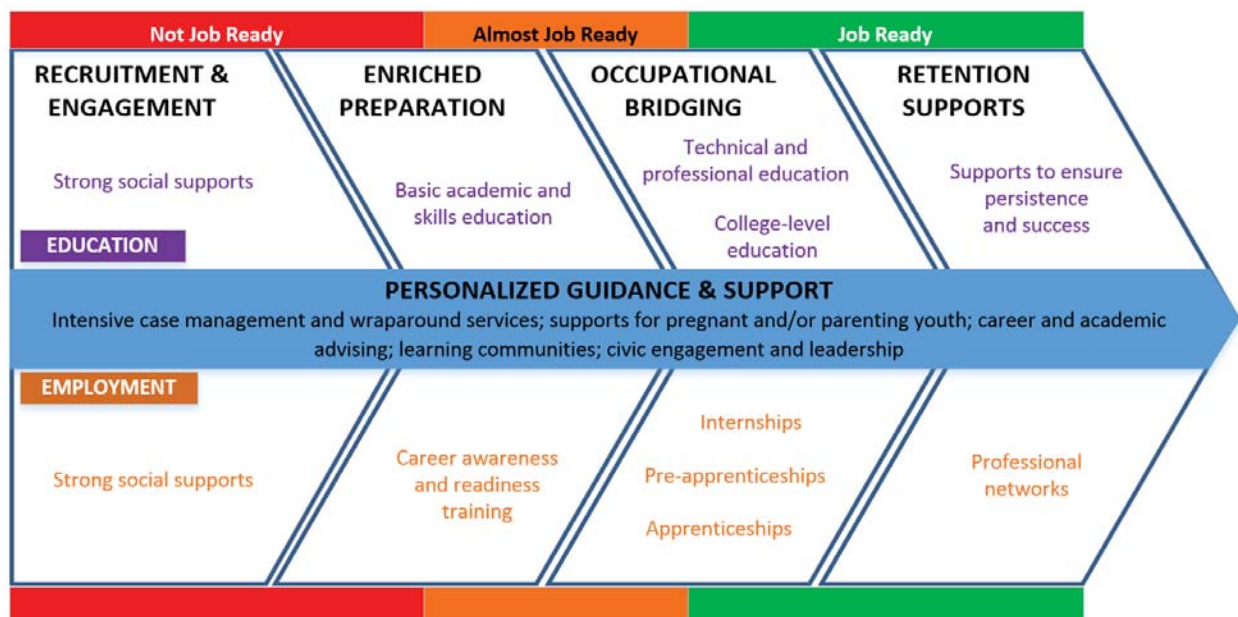
System Challenges and Opportunities

- **On-Ramps.** How can we help potential *Recruitment and Engagement* sites connect OY to career pathway programs? Support OY not ready to engage in pathway programs?
- **Sustained Support.** How can we connect youth to needed services over time, when youth may resist “starting over” with new staff? Structure the system to ensure consistent and sustained *Personalized Guidance and Support* for a youth?
- **Re-engagement.** How can we support re-engagement of youth who “stop out” of programs?
- **Programming Instability.** How do we develop the system in an environment where programs may come and go?
- **Quality.** How can we help programs use best practices? How can we help programs develop partnerships that capitalize on each program’s strengths / expertise?

Effective Pathways Workgroup

- Connect HOYC and Workforce Solutions collaboratives
- Develop team approach to engaging/guiding OY, and engage natural supporters as mentors
- Leverage Pathways Navigator at Move Up – visit programs and make connections to younger youth and to adult systems
- Research best practices and draw on existing resources (SIF coach, collaborative members)
- Engage high schools to address barriers to college
- Investigate options for sharing data including “digital badges” and membership cards that track attendance

Mapping Career Pathway System



Recruitment and Engagement Programs

- [COMPASS Peacebuilders](#)
- [Project Longevity](#)
- [YWCA Hartford](#)
- [YMCA of Greater Hartford](#)
- [Center for Latino Progress](#)
- [Our Piece of the Pie \(OPP\)](#)
- [Urban League of Greater Hartford](#)
- [Hartford Public Library / YOUmedia](#)
- [Blue Hills Civic Association](#)
- [Hartford Job Corps Academy](#)

Approximately
600 OY engaged
in 2014-15

Enriched Preparation Programs

- [Penn Foster High School Diploma](#) (OPP)
- [Opportunity High School](#)
- [Community Education Program](#) (Urban League)
- [YOUmedia](#) (HPL)
- [Pathways to Careers Initiative](#) (OPP)
- [Hartford Job Corps Academy](#)
- [Hartford Adult Education](#)
- [Boys Club at CJTS](#) (BGCH)
- [FREE](#) (Catholic Charities)
- [STRIVE](#) (Career Resources Inc.)
- [The Value in You](#) (ANT Business Concepts)
- [GED / Construction Program](#) (CREC)

Approximately
1,000 OY served
in 2014-15

Career Bridging Programs

- [Allied Health](#) (BHCA and CWEALF)
- [BHEST](#) (BHCA)
- [Pathways to Careers Initiative](#) (OPP)
- [Hartford Job Corps Academy](#)
- [Hartford Adult Education](#)
- [GED / Construction Program](#) (CREC)

Approximately
600 OY served
in 2014-15

Retention Support Programs

- [BHEST](#) (BHCA)
- [Pathways to Careers Initiative](#) (OPP)
- [Hartford Job Corps Academy](#)



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KEELISHAYE DOWNER

Youth Leaders



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Vision

Youth leaders advocate, advise, and lead solutions to improve the prosperity of youth, our community, and local businesses.

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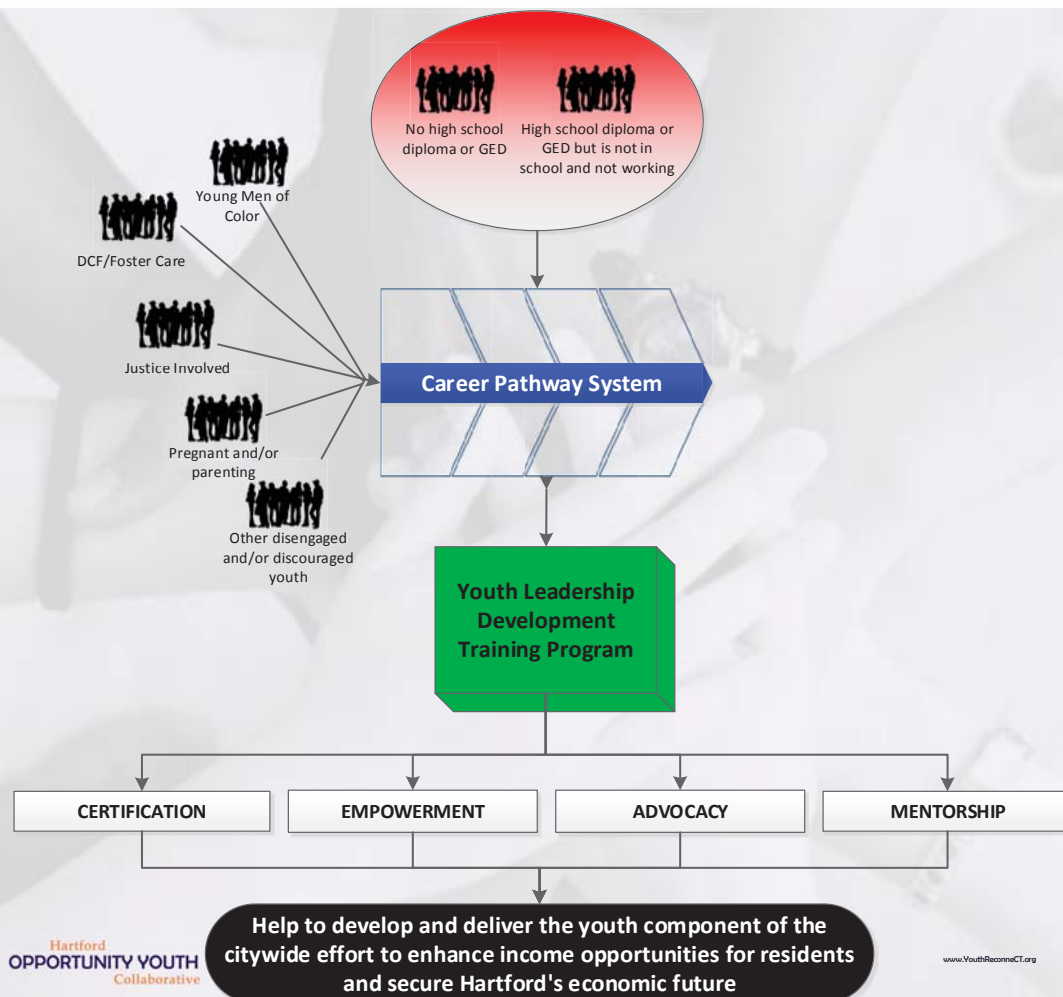
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Mission

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

Planning

- HOYC leveraged best practices from the City of Hartford and leading youth development providers and community-based organizations to design and develop a youth leadership development training program.
 - Determined the new program would offer youth an opportunity to learn and implement best practices used by others across the country to address challenges that youth may face on their road to success in education and employment
 - Determined the program would be a combination of training and activities designed to empower youth to take on leadership roles in ensuring education, job training, and support services are accessible, effective, and puts them and their peers on career pathways to jobs with good wages that lead to financial stability



Implementation

- Secured \$10,000 from Berkshire Bank for training
- Partnered with Hartford Communities That Care to provide the leadership program to up to 15 youth ages 18 to 24 years old
- Began recruitment for pilot cohort in October 2014
- Began 1st phase of training in November 2014
- Began 2nd phase of training and activities in February 2015
- Current program scheduled to end on June 30th

Observations & Lessons Learned

YOUTH LEADERS

I learned how to communicate with others.

Focus on jobs and education.

I learned never to give up.

It's important to get to know what you like and stick with it.

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This isn't mere education; it becomes wisdom when it is applied to life. Of the 7 effective habits, I learned that I'm lacking in the "Think Win-Win" category. I learned that if something doesn't go my way I shouldn't give up; I should persist. The goal is going out there and making opportunities. I am more aware of the unemployment struggles my peers face and available resources for young adults.

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COMMUNITIES THAT CARE, INC.

I created my resume, learned how to wear a suit, and attended meetings.

I learned to be proactive.

I learned how to be a "climber" and not a "camper".
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Observations & Lessons Learned

STAFF/TRAINERS

- Opportunity Youth may be the harder segment of youth to help due to their abundant life challenges, but Opportunity Youth have the greatest potential for growth.
- Many of the youth come with deep needs, and resources are limited. Even though our efforts are very comprehensive, our greatest challenge will be how to fill the gap that these and other Opportunity Youth face.

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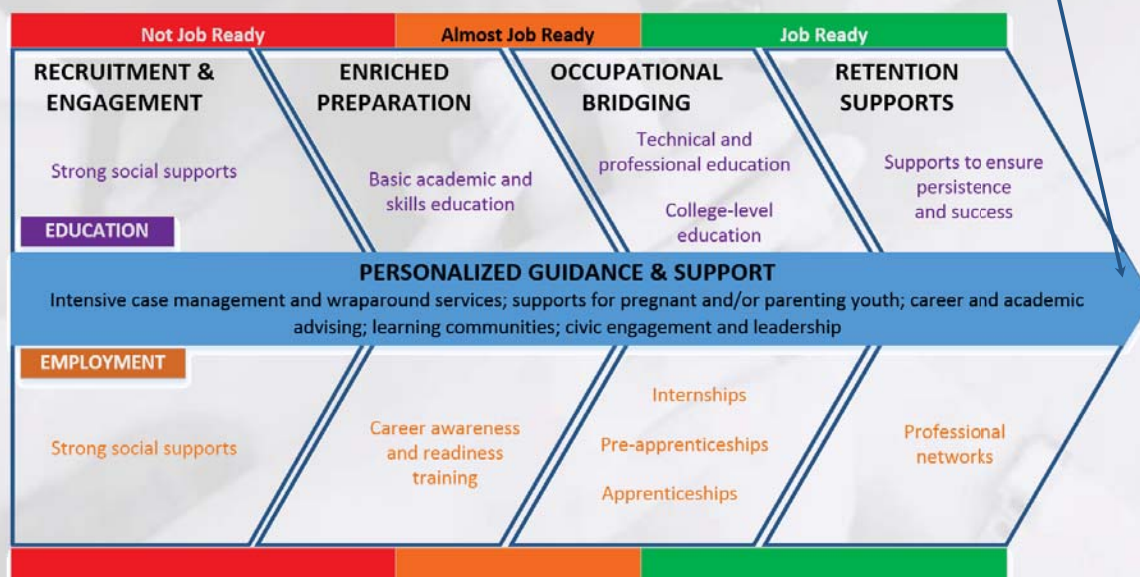
Observations & Lessons Learned

COLLABORATIVE STAFF

- Leveraging existing knowledge and resources were key.
- Flexibility has been important to the program's success. (Example: adjustments to the stipend plan)
- Program staff need the appropriate tools and information to effectively triage youth who need additional assistance to partner programs and services.

Another Benefit

Building a team approach to
"Personalized Guidance & Support"



Next Steps

- Develop a sustainability plan for current cohort and future cohorts
- Build a triage system of collective knowledge and resources for program staff and youth leaders
- Create a framework that guides partners in developing team-based approaches to personalized guidance and support and other navigation of education-career pathways
- Create pipelines to leadership positions for youth across the city including becoming members of the WIOA Youth Council (CWP's Future Workforce Services Committee)

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KIM OLIVER

Progress to Date

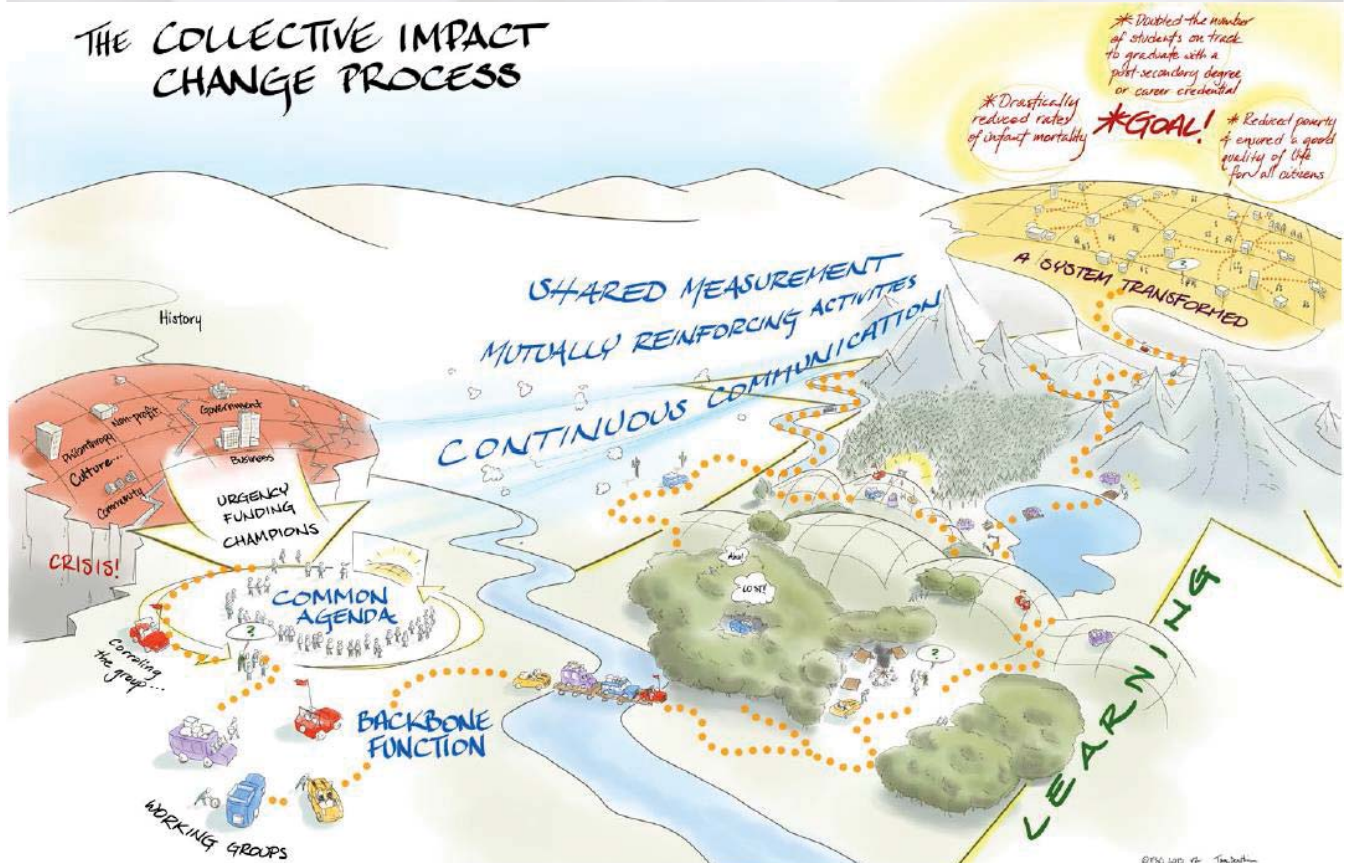
[Video](#)



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THE COLLECTIVE IMPACT CHANGE PROCESS



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COLLECTIVE
IMPACT FORUM



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Collective Impact



Collective Impact

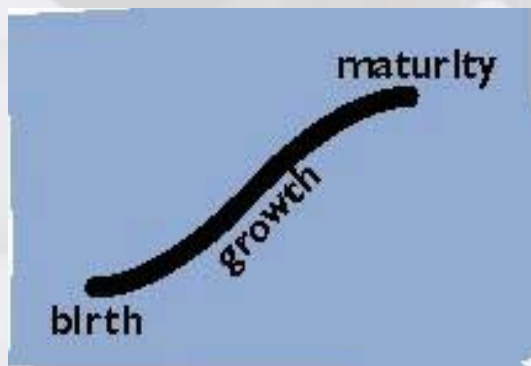
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Results-Based Accountability

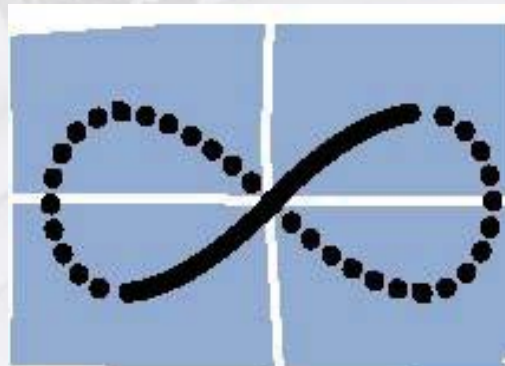
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From lifecycle to ecocycle in collective impact

The Performance Loop



The Renewal Loop

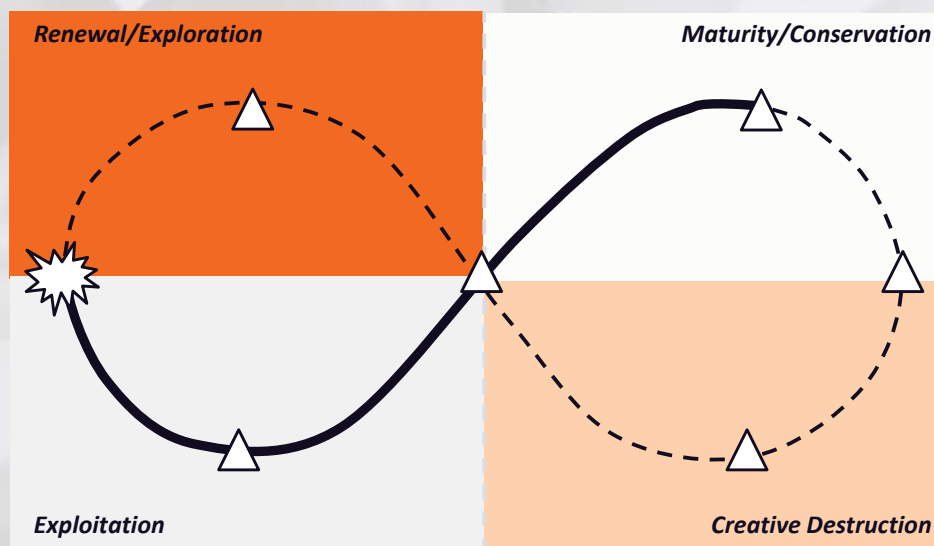


Source: Brenda Zimmerman, http://www.plexusinstitute.org/edgware/archive/think/main_aides9.html

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The ecocycle model recognizes that collaboratives evolve over time.



There is an opportunity to explore the different elements of a collective impact effort by mapping them onto this framework

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△ = Key inflection point

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Opportunity Works

HARTFORD

- **Funding Agency:** Corporation for National & Community Service (as a Social Innovation Fund subgrantee of Jobs for the Future in partnership with the Aspen Institute)
- **Grant Award:** \$810,000 (over 3 years)
- **Goal:** Reconnect 180 Hartford young men of color and young mothers to education and employment using HOYC's college/university partnership model for careers in manufacturing and health care

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Opportunity Works

HARTFORD

- Hartford is being recognized nationally for developing and implementing successful and scalable career pathways that transforms the lives of our youth, their families, and the region's economy.
- National support and funding for Hartford youth will grow by \$1.62 million over 3 years and potentially \$2.7 million over 5 years with renewal in years 4 and 5
- 180 more youth will have increased access to programs and services and not limited by WIA/WIOA eligibility or program restrictions

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Opportunity Works

HARTFORD

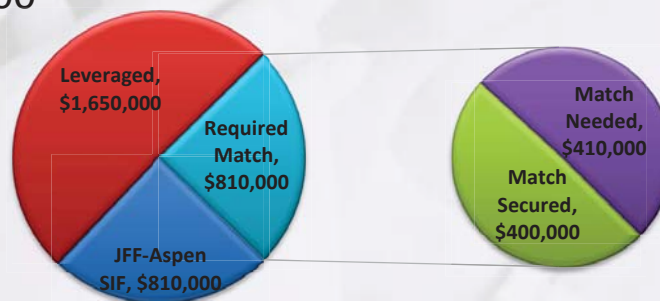
The award requires 1:1 match in non-federally sourced cash.

SECURED

- Hartford Foundation: \$375,000
- NBCUniversal: \$25,000

LEVERAGED

- CT Jobs First: \$120,000
- WIOA Youth funding: \$1.5 million for FY15-16



■ JFF-Aspen SIF ■ Leveraged ■ Match Secured ■ Match Needed



\$67,500 must be secured for each quarter.

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Committee Updates

- **Pathways Committee:** Mapping assets and addressing challenges and opportunities to build a well-connected and transparent system.
- **RBA & Data Committee:** Submitting a request to P20 WIN for longitudinal data to follow the progress of Opportunity Youth.
- **RECOMMENDATION:** Create an ad hoc committee in partnership with Move Up! to build a technology infrastructure that enables ongoing and consistent personalized guidance and support for Opportunity Youth and alignment of multiple exit points with subsequent entry points.

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Partner Updates



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Opportunity Youth

(OUT-OF-SCHOOL YOUTH)

DEFINITION

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



MORE LIKELY TO...

- Be unemployed
- Rely on government supports
- Be involved in criminal activity
- Have poor health
- Face multiple hurdles

TARGETED SUBPOPULATIONS

- Young men of color
- Young parents
- Justice-involved
- In or transitioning out of Foster Care (DCF)
- Youth with disabilities