

Hartford  
**OPPORTUNITY YOUTH**  
 Collaborative  
 DECEMBER 8, 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**

- ♦ Gain a deeper understanding of Metro Hartford Progress Points and how its key themes relate to Opportunity Youth in the region.
- ♦ Better understand how the work of My Brother's Keeper and how it connects and intersects with other programs and initiatives.
- ♦ Get an update on Opportunity Works Hartford impacts youth in Hartford.
- ♦ Learn more about Aspen OYIF, its theory of change, and initial findings.
- ♦ 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
- ♦ Metro Hartford Progress Points Report (Extract)
- ♦ My Brother's Keeper Action Plan for Hartford (Extract)
- ♦ Program flyers for Opportunity Works Hartford
- ♦ Aspen Opportunity Youth Incentive Fund Theory of Change
- ♦ Cover letter for Hartford Generation Work Initiative

## **AGENDA**

### **I. Introductions and Lunch**

12:00 PM - 12:10 PM

### **II. Metro Hartford Progress Points**

12:10 PM - 12:25 PM

### **III. My Brother's Keeper**

12:25 PM - 12:40 PM

### **IV. Opportunity Works Hartford**

12:40 PM - 1:00 PM

### **V. Aspen OYIF National Evaluation**

1:00 PM - 1:15 PM

### **VI. Announcements**

1:15 PM - 1:25 PM

### **VII. Adjournment**

1:25 PM - 1:30 PM

# Collaborative Meeting Notes

SEPTEMBER 28, 2015

Hartford  
OPPORTUNITY YOUTH  
Collaborative

**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
Billings Forge Community Works	Hartford Job Corps
Blue Hills Civic Association	Hartford Police Department
Boys and Girls Club of Hartford	Hartford Public Library
Capital Community College	Hartford Public Schools
Capital Workforce Partners	Hispanic Health Council
Capitol Region Education Council	JAG Connecticut
Career Resources/STRIVE	Leadership Greater Hartford – Third Age Initiative
Catholic Charities Archdiocese of Hartford	Metro Hartford Alliance
Center for Children’s Advocacy	Move Up!
Center for Latino Progress	Our Piece of the Pie
City of Hartford	Project Longevity
Compass / Peacebuilders	STRIVE Hartford
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	URISE
CT Judicial Branch (CSSD)	Wheeler Clinic
CT Juvenile Justice Alliance	Workforce Solutions Collaborative
CT State Colleges and Universities	of Metro 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
12:20 p.m.	Hartford Demographic Profile
12:35 p.m.	North Hartford Promise Zone
1:00 p.m.	Progress to date
1:15 p.m.	Announcements
1:30 p.m.	Adjournment

# Collaborative Meeting Notes

SEPTEMBER 28, 2015

Hartford  
**OPPORTUNITY YOUTH**  
Collaborative

## KEY OBSERVATIONS & CONCLUSIONS

- Kim Oliver reviewed the general principles and framework of Collective Impact and provided suggestions on how to best keep momentum such as acknowledging that the group will refine our goals and our analysis over time.
- Julie Geyer of Capital Workforce Partners shared key demographic data about Hartford including population and age distribution, race/ethnicity, education, poverty, and unemployment. She highlighted that Hartford has a higher percentage of youth and a lower percentage of individuals over 65 years old than the state as a whole. Also, she shared that from 2005 to 2014, the unemployment rate in Hartford has been consistently about 5 to 7 percentage points higher than that of Connecticut. Key implications for collaborative members was how to best close the employment gap as there is great potential especially for new and future workers in Hartford.
- Thea Montanez of the North Hartford Promise Zone provided an overview of the designation, goals, federal partners, acceleration efforts, zone demographics, and opportunities. Most notably, two (2) of the six (6) goals are to increase residents' net income, financial capabilities, long-term job retention and net worth over time and increase the number of high school graduates that are college and career ready; both strongly align with the Hartford Opportunity Youth Collaborative.
- Kim Oliver provided an update on the Collaborative's progress to date including the 2014-2015 accomplishments, 2015-2016 goals, governance, and Opportunity Works Hartford (funded by the Social Innovation Fund as a subgrantee of Jobs for the Future). She also clarified how the Collaborative's Education-Career Pathway System can be put into practice using single, multiple, and integrated approaches.

## FOLLOW-UPS

- Members to sign up for Aspen-FSG Collective Impact Forum Webinars
- Hartford team to attend Aspen OYIF and Opportunity Works Fall Convening
- Follow-up on resource development plan for the Hartford Youth Leadership Program and Opportunity Works Hartford (SIF)

**NEXT MEETING:** The next meeting will be held on Tuesday, December 8<sup>th</sup> at 12 noon.

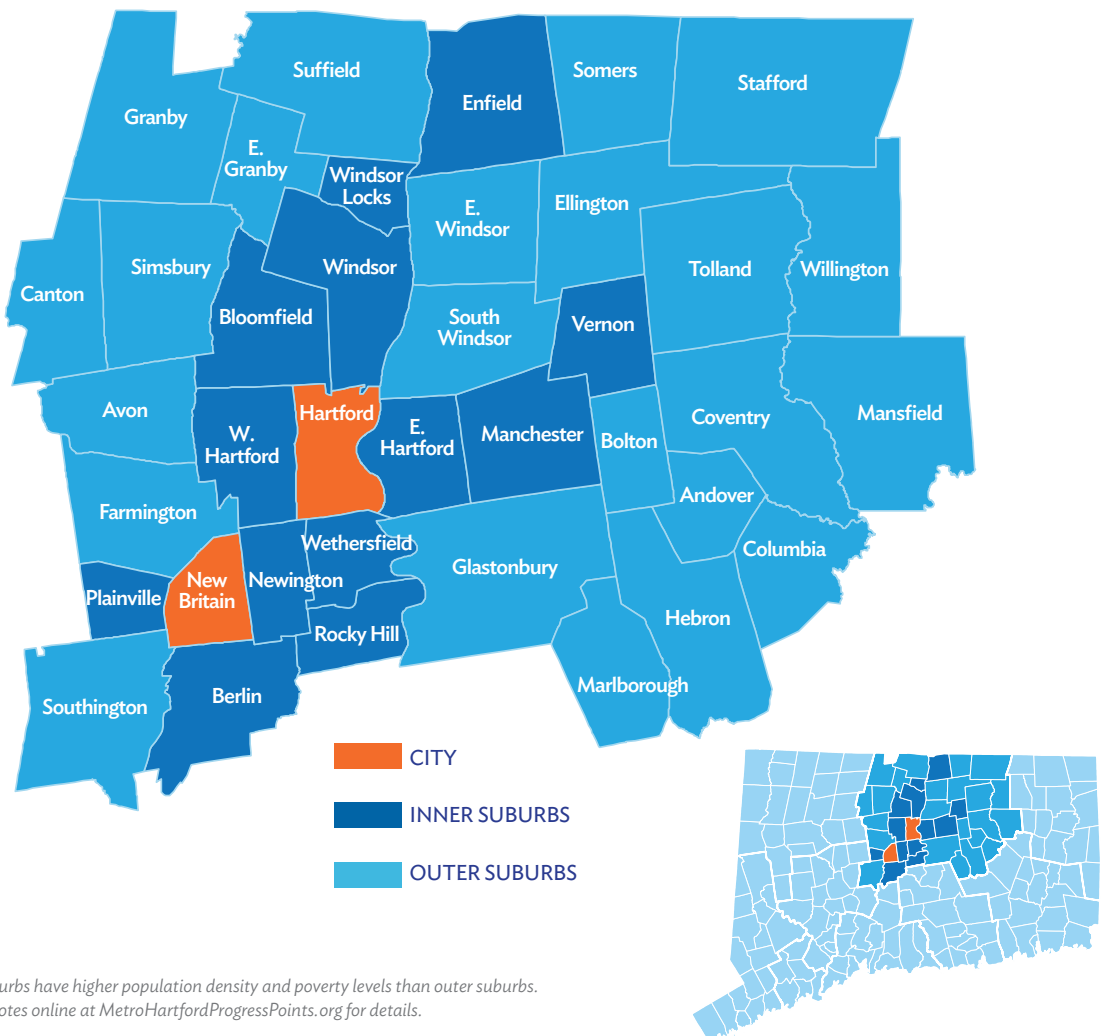
# Making progress, reaffirming priorities.

Last year, we introduced Metro Hartford Progress Points in order to identify and better understand the critical education, income and opportunity gaps that exist in our region. This year, we're continuing the discussion, looking for ways to improve access to better schools, better jobs and stronger neighborhoods for everyone in the region. For more, visit [MetroHartfordProgressPoints.org](https://MetroHartfordProgressPoints.org).



## What is Metro Hartford?

The Metro Hartford region consists of 1 million people living in Hartford, New Britain and the surrounding towns and communities. While there is no perfect definition for “Metro Hartford,” the Capitol Region Council of Governments brings together municipal leaders from these 38 towns to coordinate on shared issues and planning for the region.





## How are we doing?

Things are not changing rapidly — in fact, Metro Hartford has had one of the nation's 5 slowest recoveries from the Great Recession. But things *are* changing. Here's a snapshot of some key indicators over the last 5 years.



### POPULATION GROWTH

This translates to about 20,000 people, or 4,000 families.



CHANGE in the percentage of kindergartners in the region with pre-K experience — remaining at 78%, same as the state.



MORE THIRD-GRADERS are READING at or above grade-level goals. This is better than the state increase of 1.3%.



### REGIONAL JOB GROWTH

over the last 5 years is on par with the state, but still 8,000 jobs below pre-recession levels.



units of AFFORDABLE HOUSING added — leaving the percentage of affordable housing virtually unchanged.



reduction in CRIME RATE, faster than state (~16%) and national (~11%) trends.

Source: U.S. Census Bureau, State Department of Education, Department of Labor, Department of Housing, Department of Public Safety.

## Where are the opportunities?

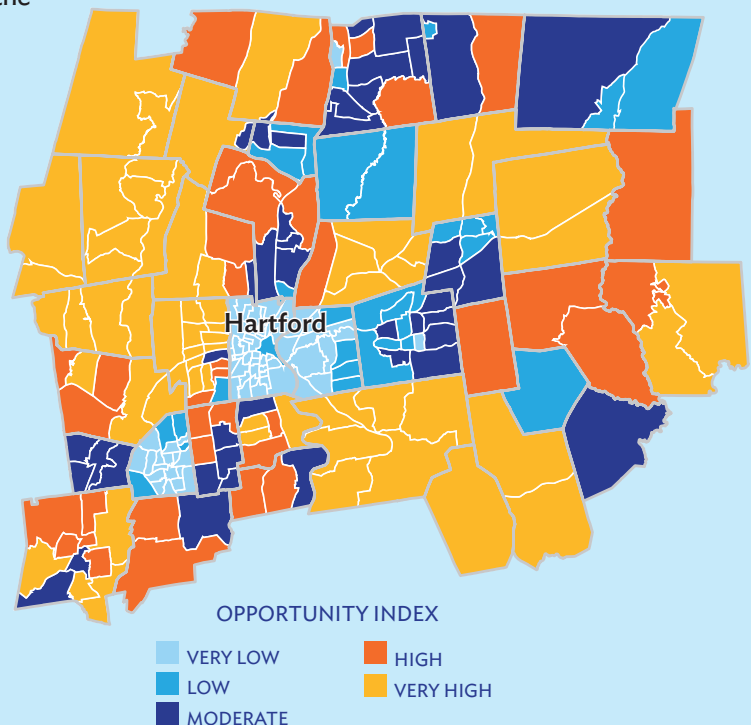
We have an imbalance as a region: both high and low opportunity areas coexist. How do we continue to build on our strengths and fully utilize the assets that the region already has? Can we reduce the imbalances in a way that provides access to opportunity for all?

The map below shows Opportunity Index levels in our region. The Index is a composite measure of the three priority areas — schools, jobs and neighborhoods.

**47%** of the region's labor force live in **high or very high opportunity neighborhoods**.

**31%** of children under age 5 in our region live in **very low opportunity neighborhoods**, more than in any other type of community.

**53%** of people of color in our region live in **very low opportunity neighborhoods**.



Source: Open Communities Alliance, Connecticut Fair Housing Center, Kirwan Institute.



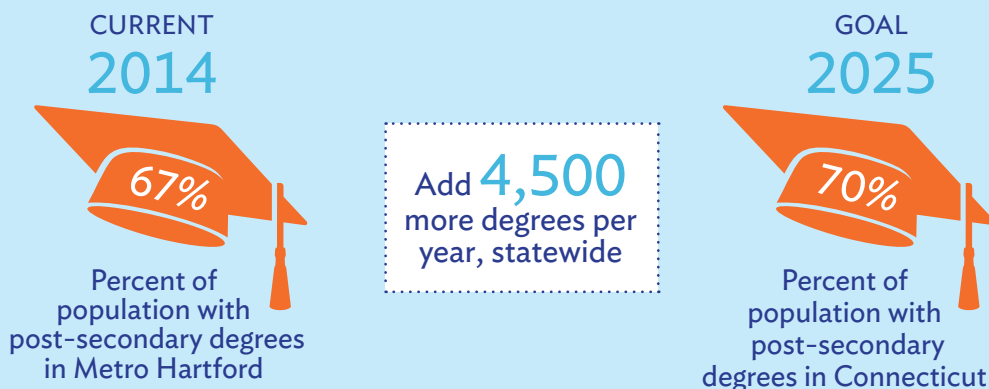
## PRIORITY: ACCESS TO BETTER JOBS

### Strengthening workforce skills.

With high demand projected for skilled workers, the Metro Hartford region needs to do a better job of providing workers access to training, skill-building and educational opportunities. We cannot improve the economy without strengthening the labor force, which will require improving the links between employers, training programs and the educational system.

### Raising the bar in college degrees.

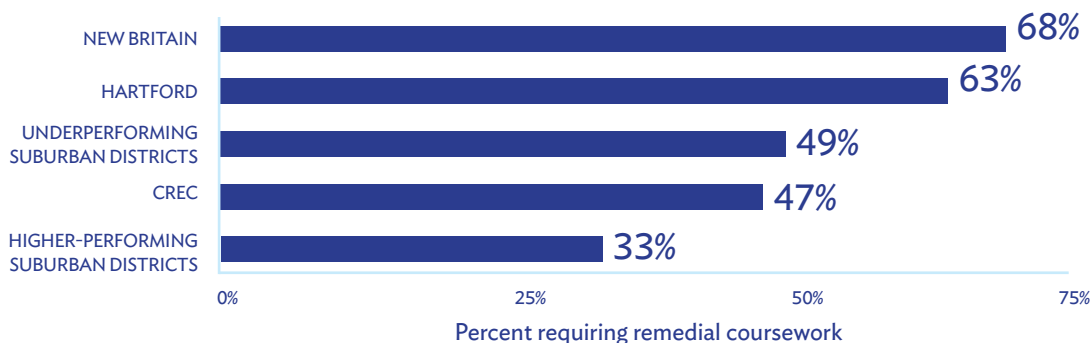
Seventy percent of jobs in Connecticut are projected to require a post-secondary education. To reach that goal, we will need 4,500 more people to earn degrees statewide per year.



Source: Strategic Master Plan for Higher Education in Connecticut, Planning Commission for Higher Education, 2015.

### Half of high school graduates need help when they start a community college or a state university.

Recent data shows almost 50% of all students entering community colleges or Connecticut state universities require remedial coursework and training, even those from high-performing districts. This means paying for additional courses, which only increases student debt.

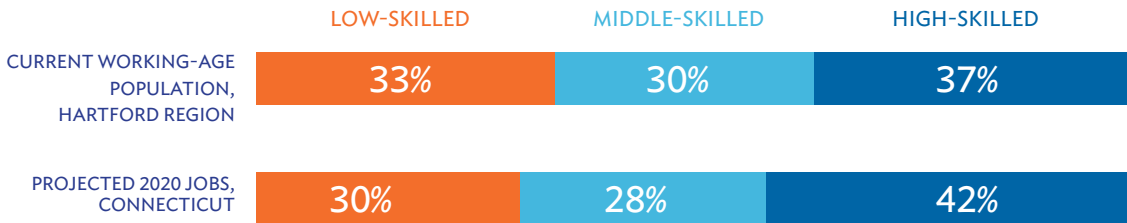


Source: P20-WIN, State Department of Education.

## WHERE ARE THE OPPORTUNITIES TO FIND WORK AT LIVING WAGES?

### The need for high skilled workers will continue to grow.

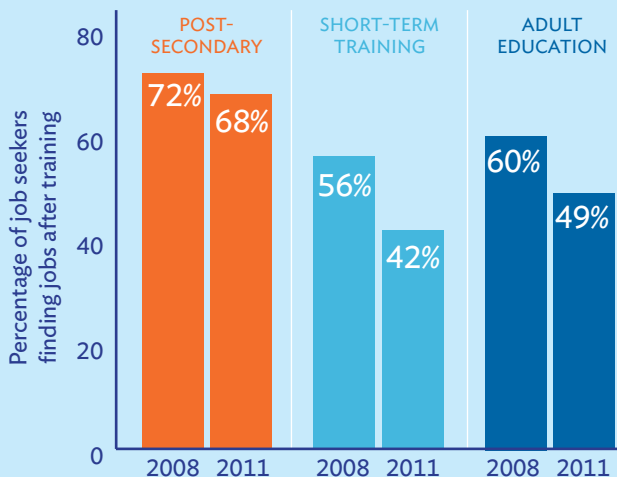
Connecticut's economy relies on a skilled workforce. With a projected rise in the number of high-skill jobs by 2020, we will need to work to ensure that we are able to meet industry demand for skilled workers.



Source: U.S. Census Bureau, Georgetown Center on Education and the Workforce.

### Job training works when there are jobs.

The slow post-recession recovery has made placement from job training and adult education programs challenging. Growing the number of jobs helps businesses and helps these programs provide a better return on investment.



Source: Connecticut Employment and Training Commission, 2013 Report Card.

#### Go Back to Get Ahead

has brought over 1,400 Connecticut residents back to school to complete college degrees. The program has helped those with some college credits to complete their degree at Connecticut state universities, community colleges and Charter Oak, enabling them to find better-paying jobs in the future.

# My Brother's Keeper Initiative

EXCERPT FROM HARTFORD ACTION PLAN

In February 2014, President Obama launched the My Brother's Keeper (MBK) initiative to address persistent opportunity gaps faced by boys and young men of color and ensure that all people can reach their full potential. During the fall of 2014, Hartford **Mayor Pedro E. Segarra** and **Hartford Councilman Kyle Anderson** identified **Hartford Communities That Care (HCTC)** as the lead community-based organization to coordinate and implement various aspects of the My Brother's Keeper Initiative.

In accepting the "Challenge" or call to action from the President, MBK Communities should take a "cradle-to-college-and-career" approach, and address up to six goals (see A-F below) and agree to build and execute comprehensive strategies that ensure:

1. All children enter school cognitively, physically, socially, and emotionally prepared
2. All children read at grade level by the third grade
3. All young people graduate from high school
4. All young people complete post-secondary education or training
5. **\*Successfully Entering the Workforce**
6. **\*Reducing Violence and Providing a Second Chance**

The MBK Task Force also identified a set of cross-cutting areas such as addressing the mental health needs of youths and young adults and the importance of caring adults being present and active in the lives of children, an emphasis on mentoring.

In accepting the President Obama's "Challenge", the City of Hartford forwarded MBK Administrators its initial policy and funding recommendations based on the initial assessment of needs within the Northeast neighborhood Violence Free Zone community. \*Based on this initial assessment, the VFZ/MBK coalition agreed to pursue **MBK Goals(s) #5: Successfully Entering the Workforce and #6: Reducing Violence and Providing a Second Chance**.

## ***MBK Goal #5: Successfully Enter the Workforce***

**Mayor Pedro E. Segarra** serves as the Chairman of the **Hartford Opportunity Youth Collaborative (HOYC)** charged with meeting the workforce and career development needs of disconnected youth. There are 20,968 youth between the ages of 16 and 24 years old in Hartford. Of these youth, more than 6,000 either:

1. Do not have a high school diploma
2. Have a high school but are not in school and not working
3. Also known as "Opportunity Youth (OY)", these youth are more likely to be unemployed, rely on government supports, be involved in criminal activity, have poor health, and face multiple hurdles including: Parenting
  - a. Disabilities
  - b. Mental and physical health problems
  - c. Incarceration or criminal record
  - d. Homelessness
  - e. Food insecurity
  - f. Domestic violence

**Capital Workforce Partners (CWP)**, is regional workforce development board that funds and provides technical assistance to its implementing partners. CWP is also the backbone entity **Hartford Opportunity Youth Collaborative (HOYC)**. To meet the specific needs of disconnected young adults, HOYC and their partner agencies *will assist* youth in completing their high school diploma through career pathways and increasing participation in post-secondary education. HOYC targets young adults between ages of 16-24 who do not have a high school diploma, or who have a high school diploma but are not in school and not working. The VFZ/MBK will leverage this investment along with other partnerships committed to strengthening and deepening the work of college and career readiness.



# BLUE HILLS CIVIC ASSOCIATION

## BHEST

BLUE HILLS EMPLOYMENT AND SKILLS  
TRAINING PROGRAM

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Please Contact Quishema Jones at  
860-560-7655

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### Requirements:

- 18- 24 years old
- Pregnant or Parenting
- Interested in Allied Health
- Income Eligibility Guidelines



This is a Workforce Innovation and Opportunity Act (WIOA) program designed to involve targeted participants in training and skills building activities to engage them in their local workforce.

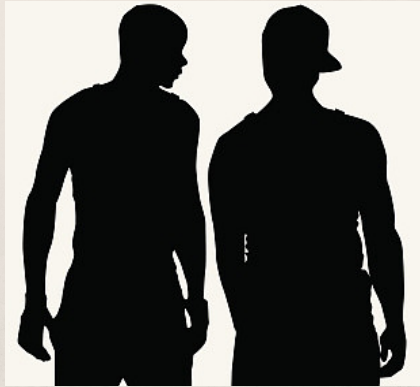


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# Pathways TO CAREERS

**MANUFACTURING • ALLIED HEALTH • INSURANCE/FINANCE**

**ARE YOU 18-24 YEARS OLD...  
EARN YOUR INDUSTRY CERTIFICATE IN UNDER 1 YEAR!**  
**PAID INTERNSHIP & JOB PLACEMENT • TRANSPORTATION • FINANCIAL AID ASSISTANCE**  
**OSHA 10, CUSTOMER SERVICE & WORKFORCE READINESS CERTIFICATIONS**  
**BOOKS, UNIFORMS & LUNCH PROVIDED AND MORE!**

## Change Your Life!

**FOR MORE INFORMATION PLEASE CONTACT:  
860.761.7300 OR [PCI@OPP.ORG](mailto:PCI@OPP.ORG)**

**OPP**  
Our Piece of the Pie.  
Helping urban youth become economically independent adults



**Hartford  
OPPORTUNITY YOUTH  
Collaborative**

## Aspen OYIF Theory of Change

This Theory of Change (TOC) provides an overarching conceptual framework (essentially a series of hypotheses) about how the Opportunity Youth Incentive Fund (OYIF) is expected to improve outcomes for Opportunity Youth (OY).

This TOC will serve as the foundation for Equal Measure's (formerly the OMG Center) evaluation, helping to focus our lines of inquiry and data collection as we seek to answer our core evaluation question:

- How does implementing a collective impact approach contribute to systemic shifts in communities that improve educational, work, and life outcomes for Opportunity Youth?

Importantly, we want to stress that this is not a site-level TOC, but rather presents a conceptual framework for *how* we expect the OYIF work to unfold *across* the 21 communities, recognizing that each community has a unique set of assets and challenges, and that the work will be highly contextualized to these realities.

We expect this "theory of change" to evolve over time into a "reality of change" as we learn more from our partners in the 21 communities about how they are contributing to systemic shifts and the extent that these are improving the educational, work, and life outcomes for OY.

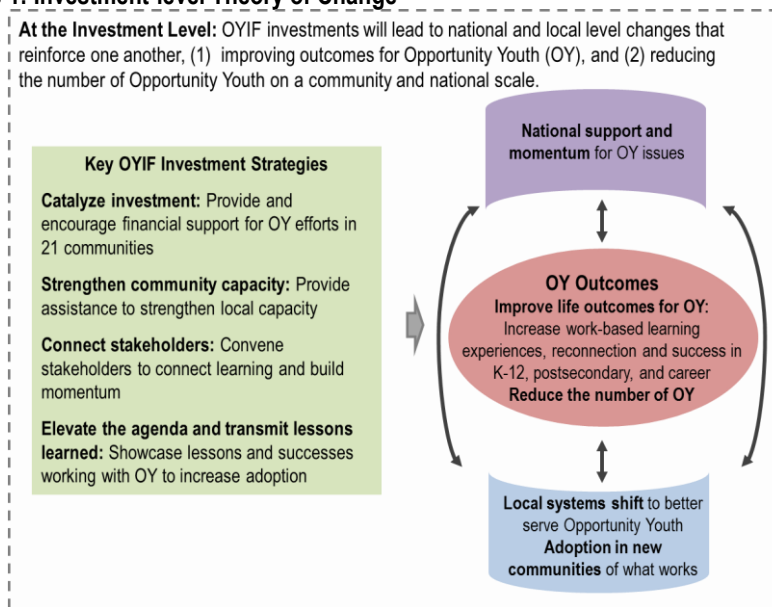
Due to the complexity and breadth of the Fund, the OYIF Theory of Change highlights the work at two levels:

- 1) The *Investment-level Theory of Change* reflects strategies employed by the Aspen Forum for Community Solutions and its partners to support and accelerate the work of the 21 OYIF communities while building national support and momentum for OY.
- 2) The *Community-level Theory of Change* reflects strategies employed among the 21 OYIF sites to improve and align local systems that lead to community-wide systemic shifts that improve outcomes for OY.

### Investment-level Theory of Change

Figure 1 below provides an overview of the Investment-level TOC. This TOC reflects the key components of the OYIF support for 21 communities, articulating those key strategies and their expected impacts among OYIF communities, the national landscape, and OY.

**Figure 1: Investment-level Theory of Change**

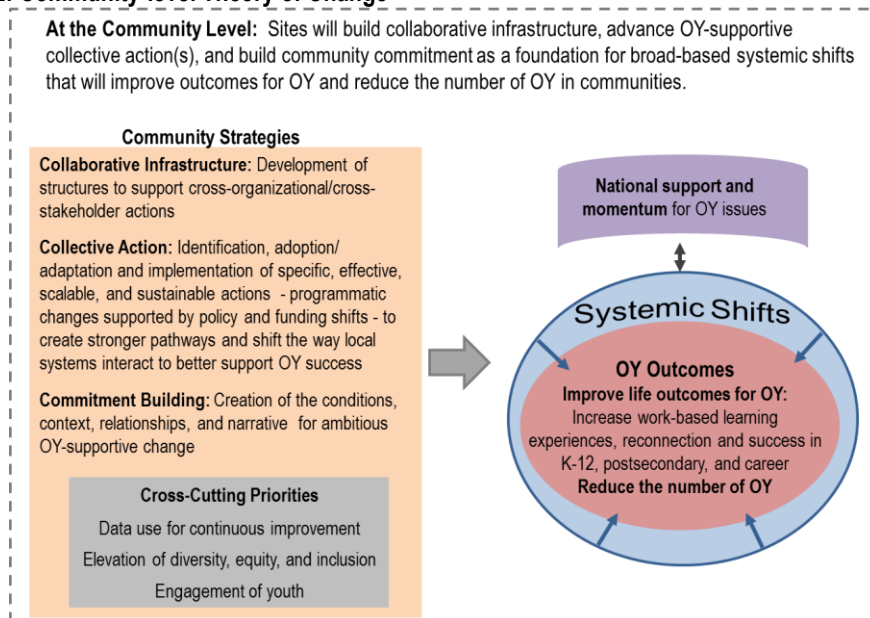




## Community-level Theory of Change

At the community level, our evaluation will seek to understand the systemic shifts that take place, as well as how these shifts result in better support and improved outcomes for OY. Figure 2 below provides an overview of how we expect sites' strategies focused on collaborative infrastructure, collective action, and commitment building to drive outcomes for OY.

**Figure 2: Community-level Theory of Change**



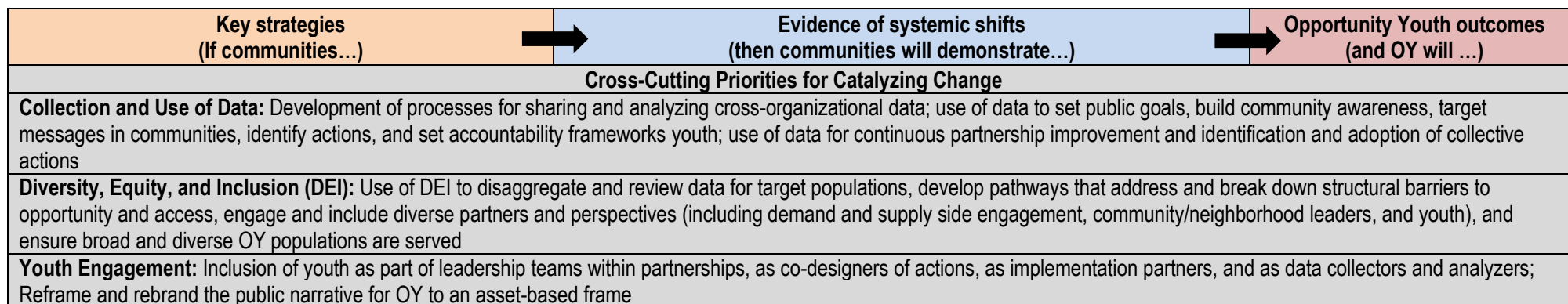
Key concepts in the community-level theory of change include:

- **‘Stronger pathways’:** “Pathways” refers to the continuum of supports for OY reengagement; educational momentum; connection to career; as well as youth development, and on-going supports to navigate life events. ‘Pathways’ and ‘pathways development’ is often associated with direct programming, but in the context of this collective action strategy, ‘pathways’ refers to developing new and/or shifting existing programs as well as individual and shared partner practices, that can be sustainable, scalable, and that are supported by shifts in both policy (institutional, political, etc.) and funding.
- **‘Shift local systems’:** Multiple local systems intersect with the lives of Opportunity Youth, including educational (K-12 and postsecondary), juvenile justice, child welfare, workforce, business, health, and human services. Representatives of these systems are critical partners in this work; greater connections/alignment across these systems to more effectively support OY is an objective of this work.
- **‘Systemic shifts’:** “Systemic shifts” refers not specifically to shifts in these local systems, but to the changes in how communities support OY as a *whole*. Taken together, changes in collaborative infrastructure, collective action, and commitment building indicate that the “system” has shifted; while local systems may change, broader systems change is unlikely without shifts in each of these three areas.

## Linking Community Strategies to Systemic Shifts and Opportunity Youth Outcomes

The table below highlights the connection between strategies focused on collaborative infrastructure, collective action, and commitment building and the types of systemic shifts to which they lead. The table also links these systemic shifts to expected outcomes for OY. Although the 21 OYIF sites will approach this work differently given context, capacity, and areas of expertise, these strategies and outcomes represent the range of approaches across OYIF communities as a whole. Lastly, this figure highlights three cross-cutting priorities embedded in sites' work: 1) the collection and use of data; 2) elevation of diversity, equity, and inclusion; and 3) youth and employer engagement. The evaluation will seek to understand the integration of these priorities in site-level efforts.

Key strategies (If communities...)	Evidence of systemic shifts (then communities will demonstrate...)	Opportunity Youth outcomes (and OY will ...)
<b>Collaborative Infrastructure:</b> <ul style="list-style-type: none"> <li>Strengthen <b>backbone capacity</b> (<i>backbone support</i>)</li> <li>Develop <b>new partnerships</b> (e.g., with employers, education, child welfare, juvenile justice)</li> <li>Strengthen <b>partnership capacity</b> (<i>continuous communication, mutually reinforcing activities, shared measurement</i>)</li> <li>Support <b>vision</b> (<i>common agenda</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Increased representativeness of the partnership vis-à-vis the community</li> <li>Commitment among partners to sustaining partnership activities and structures (and specifically the backbone role)</li> <li>Increased accountability among partners to implement collective, mutually reinforcing activities, and hold one another accountable for the shared OY agenda</li> </ul>	<ul style="list-style-type: none"> <li><b>Experience Work-Based Learning:</b> Complete internship or related work experiences</li> <li><b>Reconnect to K-12:</b> Earn a secondary credential (i.e., high school diploma or high school equivalency)</li> </ul>
<b>Commitment Building:</b> <ul style="list-style-type: none"> <li>Cultivate <b>champions</b></li> <li>Reach targeted <b>constituents</b></li> <li>Leverage <b>existing resources</b> (e.g., human and financial, local and national)</li> </ul>	<ul style="list-style-type: none"> <li>Increased visibility of the shared OY agenda in the community</li> <li>Increased investments in new opportunities and pathways for OY (e.g., new/reallocated funding, in-kind resources, joint leveraging of funding streams)</li> <li>Successful reframing of issues around OY and an asset-based, public OY narrative rebranding</li> <li>Advocacy and policy wins</li> <li>Ongoing evolution/continuation/ sustainability of commitment-building activities</li> </ul>	<ul style="list-style-type: none"> <li><b>Connect to Postsecondary:</b> Enroll in a postsecondary institution</li> <li><b>Achieve Postsecondary Success:</b> Enroll, persist and earn postsecondary credentials (e.g., industry-recognized credentials, two- and four-year degrees)</li> </ul>
<b>Collective Action</b> ( <i>specific, effective, scalable, and sustainable programmatic changes supported by policy and funding shifts</i> ): <ul style="list-style-type: none"> <li>Adapt <b>existing pathway opportunities and address emerging barriers</b></li> <li>Include partners at <b>multiple pathway points</b> (e.g. new and existing, educational, business, and workforce)</li> <li>Adopt <b>evidence-based pathways strategies</b> (from within community and external to community)</li> <li>Take <b>targeted action</b> to address programmatic, policy, and funding gaps in local OY systems and supports</li> </ul>	<ul style="list-style-type: none"> <li>System level policy and/or infrastructure shifts</li> <li>Increased number and type of effective OY opportunities and pathways</li> <li>Increased quality of supports for OY in community (through programmatic, policy, and funding changes)</li> <li>Increased scale of supports for OY in community (through programmatic, policy, and funding changes)</li> <li>More effective integration of programs and organizations in existing and new pathways serving OY (including incorporation of new partners/players)</li> <li>Demonstrated focus on multiple OY populations (including those of highest need)</li> </ul>	<ul style="list-style-type: none"> <li><b>Achieve Career Success:</b> Gain family-sustaining employment in a career field (e.g. wages)</li> </ul>



United Way of Central  
and Northeastern Connecticut



October 21, 2015

Ms. Allison Gerber, Senior Associate  
The Annie E. Casey Foundation  
701 St. Paul Street  
Baltimore, MD 21202

Dear Ms. Gerber:

United Way of Central and Northeastern Connecticut and its partners – Capital Workforce Partners, Hartford Foundation for Public Giving, Hartford Opportunity Youth Collaborative, Our Piece of the Pie, and Workforce Solutions Collaborative of Metro Hartford – are happy to submit our application for Generation Work. As key community stakeholders with substantial assets that include nationally-recognized youth development practices for disconnected youth, sector-based career pathways, demand-driven employment strategies, and well-established collaboratives, we are ready to build upon our existing work and tackle the next level of significant issues and barriers whose resolution has the potential to extend the benefits of our work to a broader population of young adults.

The following information is provided per the Request for Proposals.

❖ Program contact information

Paula Gilberto, Senior Vice President  
United Way of Central and Northeastern  
Connecticut  
30 Laurel Street  
Hartford, CT 06106  
(860) 493-1101  
[pgilberto@unitedwayinc.org](mailto:pgilberto@unitedwayinc.org)

❖ Contracting contact information

Donna Taglianetti  
Workforce Solutions Collaborative of Metro  
Hartford  
30 Laurel Street  
Hartford, CT 06106  
(860) 559-5618  
[dtaglianetti@unitedwayinc.org](mailto:dtaglianetti@unitedwayinc.org)

❖ Brief narrative

Hartford Generation Work (HGW) will build upon the established leadership and organizational framework of existing stakeholders and cross-sector collaboratives to strengthen pathways to employment by increasing the capacity of key partners to create continuity and seamless transitions for young adults as they move to adulthood and self-sustaining wages. While a vibrant infrastructure for 16-24 year olds exists through the Hartford Opportunity Youth Collaborative, HGW will further develop the capacity to provide a bridge from youth to adult supports and services for young adults through age 29 experiencing barriers to employment. In year one, HGW will incorporate existing efforts and coordinate initiatives so that the collective public/private system ensures disconnected young adults have the supports required to be successful. HGW will engage multiple systems, services and programs interacting with disconnected young adults, including youth development, education, and workforce development, and leverage best and promising practices to break down barriers that prevent optimal coordination and effective use of resources so that more young adults achieve success.

## 2 | HARTFORD GENERATION WORK

### ❖ Scope of Work – Year One

- Examine the current agendas among key partners and collaboratives, to create a culture of collaboration and determine opportunities and gaps that can be applied to disconnected young adults ages 18 to 29.
- Review existing findings by key partners and collaboratives to align strategic priorities, outcomes and indicators to develop mechanisms for further data sharing.
- Map programs, efforts, and resources within Hartford that provide career pathways services to young adults to identify gaps in systems, services and programs.
- Design the infrastructure required to fill gaps and bridge and establish links between multiple systems, services and programs to offer seamless career pathways to young adults through age 29.
- Build a community of practice to engage key partners and collaboratives in the development of a shared agenda and effectuate an extended model for young adults through age 29.
- Expand the planning team to include representatives from statewide systems serving disconnected young adults.

### ❖ Anticipated Results – Year One

As a result of work conducted in year one, we expect to: 1) improve the coordination of a seamless pathway for young adults ages 18 to 29 that improves short- and long- term outcomes; 2) identify and build the capacity of 10 organizations in Hartford to effectively serve more young adults ages 18 to 29; 3) continue building evidence to influence systems, including employers, training and education providers and public policy makers; and 4) leverage existing demand-driven young adult employment models to extend benefits to young adults through age 29. Interest in this model is significant as demonstrated by the support letters for this this application.



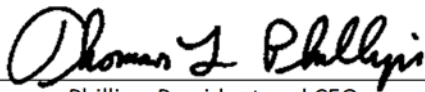
### ❖ Performance Measures – Year One

- Core collaborative members align their reporting of outcomes and indicators for young adult employment through age 29.
- 70% of core collaborative members change existing practice to reduce barriers and improve coordination between systems and services.
- 2 representatives of statewide systems impacting disconnected young adults join core planning team.
- Two employer partnerships add young adult employment to their strategic priorities.
- Five youth development and five workforce development organizations, including education and training, participate in capacity building activities.
- 50% of organizations engaged in capacity building implement new practices.



We acknowledge that we intend to perform the activities described in our proposal and to participate in the core components of this initiative, if selected, including cross-site learning meetings, technical assistance and evaluation activities.

We are grateful for the invitation to work with AECF on Generation Work. The foundation's history of work with the partners in HGW, and other organizations in Hartford, has resulted in tremendous lasting benefits within our community. We enthusiastically submit a Generation Work proposal and look forward to working with you on this critically important issue.


## Signatures

	
Capital Workforce Partners	Hartford Foundation for Public Giving
	
Thomas Phillips, President and CEO	Linda J. Kelly, President and CEO
Date: 10/19/15	Date: 10/19/2015

	
Hartford Opportunity Youth Collaborative	Our Piece of the Pie
	
Kimberly D. Oliver, Director	Bob Rath, President and CEO
Date: 10/19/15	Date: 10/19/2015

	
United Way of Central and Northeastern Connecticut	Workforce Solutions Collaborative of Metro Hartford
	
Susan B. Dunn, President and CEO	William Clark, Director
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