

Hartford
OPPORTUNITY YOUTH
Collaborative

Action Plan
2025-2026

Table of Contents

<u>BACKGROUND</u>	3
<u>ACTION PLAN SNAPSHOT: HOYC GOAL, OBJECTIVES, AND STRATEGIES</u>	5
#1 Priority Area: PATHWAYS AND CAREER NAVIGATION	7
#2 Priority Area: HOLISTIC SUPPORTS AND PROTECTIVE FACTORS	13
#3 Priority Area: DATA & EVALUATION	17
#4 Priority Area: YOUTH LEADERSHIP and ENGAGEMENT	24
#5 Priority Area: PROFESSIONAL DEVELOPMENT/CAPACITY BUILDING	32
# 6 Priority Area: POLICY AND ADVOCACY	39
Appendix A: Policy/Advocacy	43
Appendix B: Scale Hartford Executive Summary	45

BACKGROUND

Since 2022 the City of Hartford, Capital Workforce Partners (CWP), and United Way of Central and Northeastern Connecticut, along with other leaders of the Hartford Opportunity Youth Collaborative (HOYC), have been taking stock to determine how the community's various opportunity youth-focused initiatives can be best coordinated to meet the demands of the current environment and ensure all young people are accessing a well-organized system of supports and pathways to successful adulthood. To that end, these partners have engaged in two related projects: 1) a review of the City's career navigation system, culminating in the November 2022 report, *Advancing Career Navigation for Hartford Opportunity Youth: Analysis and Recommendations*, and 2) a strategic review of and planning process for HOYC, conducted by Nancy Martin Consulting (NMC) in 2023-2024.

In Spring 2023 NMC interviewed members of HOYC about how their organization fits in the opportunity youth (OY) landscape in Hartford; their views on HOYC's structure, decision making, and roles; and the value, if any, of HOYC to their organization. In addition, NMC reviewed key HOYC documents and materials from 2013-present and observed several HOYC meetings. Based on conversations with members, observation of meetings, and review of materials, in 2023 NMC offered observations about the Hartford Opportunity Youth Collaborative as it was currently operating, as well as recommendations for how HOYC might strengthen its work. Their July 2023 report documented a broad array of stakeholders with a sense of urgency to act collectively to improve outcomes for opportunity youth in Hartford. The report also documented that, despite the dedicated efforts of its volunteer leadership, the Collaborative was not meeting members' high expectations. Without adequate investment in the Collaborative itself and without a clear plan of action, HOYC stakeholders felt stymied in their efforts to regain the traction experienced in the Collaborative's early years.

The NMC report included the following recommendations to the Collaborative:

1. Identify resources to support dedicated backbone staffing for the Collaborative.
2. Identify CWP as the official backbone for HOYC.
3. Engage in a planning process as a group to: 1) prioritize strategies and activities and 2) clearly define a transparent structure that seeks to engage all stakeholders.
4. Re-commit to a laser-like focus on improving outcomes for the opportunity youth population in Hartford.
5. Build on the work of Young Legends to better support youth and young adult participation as Collaborative partners.

6. Identify resources to support significantly more technical assistance to community-based organizations to increase their capacity to collect and report data.

HOYC met in December 2023 and February 2024 to discuss these recommendations and define a path forward. HOYC members collectively identified an overarching goal of ensuring all Hartford youth ages 14-29 are connected to education and employment pathways leading to self-sufficient adulthood and six areas critical to address to advance the Collaborative's work toward that goal:

1. Pathways and Career Navigation
2. Holistic Supports and Protective Factors
3. Data and Evaluation
4. Youth Leadership and Engagement
5. Professional Development and Capacity Building
6. Policy and Advocacy

HOYC formed working groups for purposes of action planning in each of these six core priority areas. (See Appendix X for a list of those who participated in these working group discussions.) From March through July 2024 the six working groups developed objectives, strategies, and activities to support HOYC's overarching goal. During this time, draft core priority plans were shared with the full HOYC for review and discussion.

HOYC leaders awaiting the release of the Connecticut Conference of Municipalities 119K Commission in October of 2024, to assure alignment of the HOYC Action Plan. The 22 recommendations from the 119K Commission substantially aligned with the HOYC Plan, and further called up a 50% reduction in disconnected youth across the state over the next decade.

HOYC members have now completed the final six-pronged Action Plan to contribute toward community efforts to **reduce the number of disconnected young people in Hartford by 50% in the next five years**. This plan includes increasing capacity of existing school-based prevention strategies, improving coordination in outreach and service delivery for disconnected youth, developing and engaging youth leaders, expanding data and evaluation capacity across HOYC partners, and equipping youth service providers with needed tools and resources. By strengthening and coordinating preventative and reengagement strategies across agencies, HOYC plans to affect systems change, scaling outreach and services to reach thousands more young people who are either at-risk of becoming disconnected or already disconnected.

In implementing this Action Plan, HOYC will draw from the emerging Aspen Forum for Community Solutions Belonging, Meaning, Wellbeing, and Purpose (BMWP) framework of evidence-based strategies and interventions:

1. Belonging, which focuses on young people experiencing both social belonging (the feeling that one matters to the group and is valued for who one is) and structural belonging (having meaningful voice and opportunity to participate in designing the structures shaping one's life);
2. Meaning, which focuses on the ways young people make sense of themselves and others;
3. Wellbeing, which focuses on ensuring the absence of trauma and providing the support and resources for young people to thrive; and
4. Purpose, which fosters the development of young people's desire and intention to make a difference in the world.

The BMWP framework offers us an explicit and meaningful vision for the next phase of our work in Hartford. While BMWP is explicitly noted in Action Plan areas #2 (Holistic Strategies) and #5 (Professional Development), HOYC will integrate BMWP principles and practices throughout the Plan to elevate the effectiveness of our work to expand opportunity and improve outcomes for all young people in Hartford.

ACTION PLAN SNAPSHOT: HOYC GOAL, OBJECTIVES, AND STRATEGIES

The overarching goal of the HOYC is to ensure all Hartford youth ages 14-29 are connected to education and employment pathways leading to self-sufficient adulthood. HOYC members have identified objectives in six priority areas of work and key strategies to move toward those objectives in the coming two years. Together, these objectives and strategies, listed below and described in greater detail in the pages that follow, aim to advance the overarching goal of HOYC.

CORE PRIORITY	OBJECTIVE	KEY STRATEGIES
Pathways and Career Navigation	Build a coordinated cross-agency system of youth outreach, intake, and referrals to efficiently connect youth with services that best meet their unique needs.	<ol style="list-style-type: none"> 1. Continue implementation and growth of the Career Navigation Systems Development Initiative (CNSDI). 2. Develop a deeper partnership with Hartford Public Schools (HPS) to support (a) students to stay connected to HS and (b) young people who drop or stop out of to reconnect quickly to alternative programming (HS or GED prep).
Holistic Supports and Protective Factors	Enhance supportive service availability among agencies, with emphasis on mental/behavioral health and continuity of services at key transition points in a young person's journey.	<ol style="list-style-type: none"> 1. Build capacity of member organizations to ensure youth are offered and connected to appropriate mental and behavioral health supports. 2. Coordinate with CNSDI to ensure young people have access to needed holistic supports, with emphasis on continuity of services across programs.
Data and Evaluation	Establish common metrics and goals, build definitional frameworks, and coordinate data sharing agreements to ensure continued alignment on progress and accountability.	<ol style="list-style-type: none"> 1. Population-Level: Update results statement, targets, and progress indicators to drive actionable strategies through the Results-Based Accountability framework. 2. Program-Level: Enhance data sharing capacity of HOYC members to address key research questions and promote opportunities for improved services coordination. 3. Individual-Level: Pilot common intake, referral, and case management system approach within CNSDI and consider lessons to apply city-wide.
Youth Leadership and Engagement	Center youth voice and expand leadership development opportunities.	<ol style="list-style-type: none"> 1. Support continued implementation and growth of Young Legends initiative and avenues for youth leaders to (a) inform HOYC decisions and (b) increase the number of young adults who are aware of education and training and employment opportunities. 2. Establish mentoring and/or career pathways for youth and young adults within HOYC and member organizations.
Professional Development and Capacity Building	Develop a robust and vibrant network of youth-serving organizations and professionals.	<ol style="list-style-type: none"> 1. In coordination with the CNSDI Community of Practice and other HOYC members, build the capacity of frontline youth-serving staff. 2. Establish annual HOYC Learning Agenda; use to (a) develop content for HOYC meetings, (b) connect HOYC

		members to existing training on these topics, and (c) inform the development of related professional development initiatives in the community.
Policy and Advocacy	Drive awareness and greater resource support for youth services at the local, state, and national levels.	<ol style="list-style-type: none"> 1. Continue to track, and actively engage HOYC members in advocating for, investments in OY at the local, state and national levels. 2. Serve as a leader in regional, statewide, and national efforts to improve outcomes for OY.

#1 Priority Area: PATHWAYS AND CAREER NAVIGATION

Objective: Build a coordinated cross-agency system of youth outreach, intake, and referrals to efficiently connect youth with services that best meet their unique needs.

Strategy One: Continue implementation and growth of the Career Navigation Systems Development Initiative (CNSDI).

Activity	Lead Org	Support Org(s)	Resources (Existing in Community)	Resources (To Obtain)
1. Continue to build the Community of Practice of Career Navigators.	CWP United Way	City of Hartford	United Way funding to support some CoP activities	<ul style="list-style-type: none"> CWP funding to fund CoP activities (venues, speakers, training, etc.) Further connection to North Hartford Ascend Pipeline (NHAP) (Family Navigators and additional agencies)
2. Establish an online directory of Career Navigation services on the Work-based Learning Network website.	CWP	North Hartford Ascend	CWP funding for the initial build of the directory	<ul style="list-style-type: none"> Funding for continued support and expansion Connection to NHAP directory and others
3. Establish Career Navigation Hubs.	CWP	Workforce Solutions United Way	Navigator staff (CWP, The Village) Youth leaders (UW, WSC)	<ul style="list-style-type: none"> Additional funding for support beyond Pilot (CWP, NHAP?) Funding for subsequent CN Hubs Development of CN Hub selection

		City of Hartford, The Village (North Hartford Ascend)	Funding through pilot (WSC)	process
4. Develop an intake-referral system.	CWP	City of Hartford United Way HPS HPL Charter Oak Group OPP	Project Steering Committee	<ul style="list-style-type: none"> Continuing to build and expand Project Implementation Team Vendor RFI & Selection Data Sharing Agreements / ROI Funding for database system

Milestones	6 Months (12/31/24)	1 Year (6/30/25)	2 Years (6/20/26)
Activity 1 Continue to build the Community of Practice of Career Navigators.	<ul style="list-style-type: none"> Complete initial series of CoP meetings; establishing core membership Expand CoP to include additional members; develop shared resources and training modules 	<ul style="list-style-type: none"> CoP fully functional with ongoing activities, regular meetings, and a sustainable structure 	<ul style="list-style-type: none"> Develop and disseminate a resource toolkit (service directory, best practices) and conduct, at minimum, quarterly training sessions

Activity 2 Establish an online directory of Career Navigation services on the Work-based Learning Network website.	<ul style="list-style-type: none"> ● Launch basic online directory with key services listed. ● Agency staffed fully trained on directory ● Core agencies enter programs on directory ● Directory linked with CT State, HPS, & Ascend mapping tool 	<ul style="list-style-type: none"> ● Enhance directory with additional services, user feedback, and integration with other resources. ● Expansion of agencies using the directory 	<ul style="list-style-type: none"> ● Directory fully integrated with local systems, continuously updated, and widely used
Activity 3 Establish Career Navigation Hubs.	<ul style="list-style-type: none"> ● Launch pilot hub and start operations. ● Evaluate pilot, and refine hub model based on feedback 	<ul style="list-style-type: none"> ● Hub selection process defined ● Expand Hub model to additional locations ● Identify locations and finalize plans for at least two Career Navigation Hubs 	<ul style="list-style-type: none"> ● Identify locations and finalize plans for at least two more Career Navigation Hubs (4 total)
Activity 4 Develop an intake-referral system.	<ul style="list-style-type: none"> ● Define system requirements and select vendor. ● Implement pilot version of the system and begin training. 	<ul style="list-style-type: none"> ● Conduct training and feedback sessions to refine system functionality. (fully trained staff) 	<ul style="list-style-type: none"> ● Fully operational system with complete integration into local services and ongoing support.

Strategy Two: Develop a deeper partnership with Hartford Public Schools (HPS) to support (a) students who are off-track to stay connected to high school and (b) young people who drop or stop out to reconnect quickly to alternative programming (HS or GED prep).

Activity	Lead Org	Support Org(s)	Resources (Existing in Community)	Resources (To Obtain)
1. Conduct Systems Asset/Gap Mapping to define and coordinate school-based at-risk youth needs and activities.	CWP/HPS			Capacity Support for mapping and coordination activities
2. Coordinate HPS points-of-contact at each school (possibly for key sub-populations) and align to Career Navigation Systems Development Initiative / Career Navigators to enhance preventative strategies.	HPS	CWP	HPS administrators, counselors, and teachers Career Navigation Systems Development Initiative	Capacity support to conduct initial review and process to maintain updates
3. Build additional support for HPS Welcome Centers and Alternative Programs.	HPS	CWP, OPP, School-based Providers	Existing HPS welcome centers and alternative program locations that can be enhanced or expanded	Additional funding to support the expansion of services, resources, and facilities in welcome centers and

			<p>Experienced staff and educators already working within HPS</p> <p>Established relationships with local organizations, businesses, and community leaders that can be leveraged for support and collaboration</p>	<p>alternative programs</p> <p>Training Programs: Development and delivery of professional development for staff to address the unique needs of students at welcome centers and alternative programs</p>
--	--	--	--	--

Milestones	6 Months (12/31/24)	1 Year (6/30/25)	2 Years (6/20/26)
<p>Activity 1</p> <p>Conduct Systems Asset/Gap Mapping to define and coordinate school-based at-risk youth needs and activities.</p>	<ul style="list-style-type: none"> Define Youth Populations and risk factors/tiers Map existing school-based partnerships (by school by provider) Assess youth population needs by school 	<ul style="list-style-type: none"> Gap Analysis for youth needs vs. existing school-based partnerships and HPS assets Identify coordinating entity to organize/standardize school-based partnerships 	<ul style="list-style-type: none"> Implement and evaluate coordinated school-based partnership framework through ongoing needs/assets analysis

<p>Activity 2</p> <p>Coordinate HPS points-of-contact at each school (possibly for key sub-populations) and align to Career Navigation Systems Development Initiative / Career Navigators to enhance preventative strategies.</p>	<ul style="list-style-type: none"> • Develop HPS key contact list for each school and key sub-populations • Identify accountability and update process • Build process for HPS/CNSD ongoing communications 	<ul style="list-style-type: none"> • Track partnership activities and evaluate efficacy/impact • Develop process for POC to share information on at-risk youth at each school with school-based CBO partners (aligned to Activity 1) 	
<p>Activity 3</p> <p>Build additional support for HPS Welcome Centers and Alternative Programs.</p>	<ul style="list-style-type: none"> • Enhance triage/referral process for youth entering Welcome Centers and Alternative Programs • Review and streamline assessments • Share/coordinate service(s) information and resources 	<ul style="list-style-type: none"> • Develop additional supportive on-ramps to Adult Education Credit Diploma Programs, Multi-Lingual Services, IEP Supports 	<ul style="list-style-type: none"> • Scale up successful initiatives to HPS welcome centers and alternative schools; integrate into the standard support framework.

****A Note on Strategy Two:** Scale Hartford’s updated plan to accelerate adding youth services in Hartford Public Schools was developed concurrent to this Action Plan; agreements and planning forged by Scale Hartford will be utilized wherever feasible. **See Appendix B.**

#2 Priority Area: HOLISTIC SUPPORTS AND PROTECTIVE FACTORS

Objective: Enhance supportive service capacity among agencies, with emphasis on belonging, meaning, wellbeing, and purpose; mental/behavioral health; and continuity of services at key transition points in a young person's journey.

Strategy One: Build capacity of member organizations to ensure youth are offered and connected to appropriate mental and behavioral health supports.

Activity	Lead Org	Support Org(s)	Resources (Existing in Community)	Resources (To Obtain)
1. Develop a common set of standards/framework for best practices with implementation goals in mental health service provision.	City of Hartford CWP	City of Hartford, CBT practitioners CBOs	Existing toolkit compiled through research and survey responses from former Employment Training/Career Pathway (ET/CP) workgroup members	<ul style="list-style-type: none">• Updated input from agencies and research of best practices• Input from subject matter experts• Funding for agency incentives
2. Build agency capacity through training and professional development opportunities with emphasis on strategies from Aspen's BMWP framework.	City of Hartford CWP	United Way City of Hartford Dalio Foundation	<ul style="list-style-type: none">• Community of Practice• Prof. Development Workgroup Action Plan	<ul style="list-style-type: none">• Funding for training and professional development

Milestones	6 Months (12/31/24)	1 Year (6/30/25)	2 Years (6/20/26)
<p>Activity 1</p> <p>Develop a common set of standards/framework for best practices with implementation goals in mental health service provision.</p>	<ul style="list-style-type: none"> Develop and finalize toolkit (i.e. a tiered catalog of the standard mental/behavioral health practices that direct service providers in HOYC are encouraged to have) 	<ul style="list-style-type: none"> Implement toolkit for direct service providers, with participation strongly encouraged and incentivized 	<ul style="list-style-type: none"> Evaluate adoption of the standardized mental wellness framework (i.e. how many standard practices of the toolkit each organization has implemented so far)
<p>Activity 2</p> <p>Build agency capacity through training and professional development opportunities with emphasis on strategies from Aspen's BMWP framework.</p>	<ul style="list-style-type: none"> Conduct a needs assessment to determine current agency capacity 	<ul style="list-style-type: none"> Implement/resource develop to provide trainings Explore more formal options for agencies to participate in prof. dev (e.g., 'academy' structure) Discussions with the Dalio Foundation and Dalio funded COP organizations (CBT, Relentless Outreach, Case Management Approaches, Data). 	<ul style="list-style-type: none"> Evaluate capacity building progress with follow-up needs assessment (i.e. posttest)

Strategy Two: Coordinate with Career Navigation to ensure young people have access to needed holistic supports, with emphasis on continuity of services across programs.

Activity	Lead Org	Support Org(s)	Resources (Existing in Community)	Resources (To Obtain)
1. Define and establish core set of holistic supports and services needed by youths to fully participate and complete program services, with an eye toward incorporating elements of Aspen BMWP framework.	City of Hartford CWP	United Way City of Hartford CBOs		
2. Determine key transition points and gaps between services/programs to establish common understanding.	City of Hartford CWP	United Way City of Hartford CBOs	Career Navigation System Hartford Career Navigation System Directory of Services	-
3. Improve coordination of transitional services between agencies to ensure continuity of services.	City of Hartford CWP	United Way City of Hartford CBOs	Career Navigation System 2-1-1	-

Milestones	6 Months (12/31/24)	1 Year (6/30/25)	2 Years (6/20/26)
Activity 1 Define and establish core set of holistic supports and services needed by youths to fully participate and complete program services, with an eye toward incorporating elements of Aspen's BMWP framework.	<ul style="list-style-type: none"> Define the core set of holistic supports and services needed for youths to successfully engage in education/employment programs 	<ul style="list-style-type: none"> Define core set of holistic services; engage with HOYC organizations; develop plan of supports/services. 	<ul style="list-style-type: none"> Implement and evaluate holistic supports/services plans.
Activity 2 Determine key transition points and gaps between services/programs to establish common understanding.	<ul style="list-style-type: none"> Conduct gap analysis focused on end-of-program follow-ups, referrals, outcome tracking, etc. and other key transition points. 	<ul style="list-style-type: none"> Develop and implement recommendations for service coordination improvement Professional development and capacity building 	<ul style="list-style-type: none"> Evaluate the development of transitional supports, as well as coordination between partners during a participant's transition, through post-test
Activity 3 Improve coordination of transitional services between agencies to ensure continuity of services.	<ul style="list-style-type: none"> CNSDI coordination (particularly through the COP) with emphasis on shared improvement areas: referrals and participant data sharing 	<ul style="list-style-type: none"> Incorporate improvement of coordinated referrals and data sharing into Pathways & Career Navigation Workgroup 	<ul style="list-style-type: none"> Monitor specific sub-population progress (e.g., disconnected vs. transitional)

#3 Priority Area: DATA & EVALUATION

Objective: Establish common metrics and goals, build definitional frameworks, and coordinate data sharing agreements to ensure continued alignment on progress and accountability.

Strategy One: Population-Level: Update HOYC results statement, targets, and progress indicators to drive actionable strategies through the Results-Based Accountability (RBA) framework.

Activity	Lead Org	Support Org(s)	Resources (Existing in Community)	Resources (To Obtain)
1. Update HOYC Results-Based Accountability (RBA) framework including the HOYC Results Statement, key population-level targets for the at-risk and disconnected youth populations (i.e., “where are we bending the curve”), and corresponding population indicators (e.g., measures of the extent to which we are collectively achieving the desired results). 2. Ensure alignment with the Dalio Report framework and incorporate updated definitional framework into a refreshed RBA Report. Also embed considerations for mapping the findings back HOYC key	CWP	CWP CT Data Collab (CDC) City of Hartford United Way HOYC Orgs Funders	CWP United Way CDC Hartford Foundation	To Be Determined

strategies/targets. Clarify domains [strategic areas] and “how we are bending the curve?”				
3. Create a regular review process for refreshed Population-Level RBA report, including a formal “bend the curve” strategic development/ enhancement process for each indicator.	CWP	CWP CDC City of Hartford United Way HOYC Orgs Funders		To Be Determined
4. Develop web-enabled dashboard for RBA population level data report data to enable closer-to-real-time review of progress along key indicators and targets.				

Strategy Two: Program-Level: Enhance data sharing capacity of HOYC members to address key research questions and promote opportunities for improved services coordination.

Activity	Lead Org	Support Org(s)	Resources (Existing in Community)	Resources (To Obtain)
<p>1. Leveraging program-level data sharing infrastructure, share, clarify, and enhance the research questions of value to HOYC and the intent of the system data integration effort; and align with Dalio continuum. Working with the updated Hartford Data Hub and the CT Data Collaborative to develop a revised process supporting this effort.</p> <p>2. The Hartford Data Hub will be providing a larger data table in Hartford that uses data to answer multiple questions about Hartford youth and collective priorities. In the upcoming weeks, options will be explored including building on the above and additional key research questions (i.e.: Ascend, YOC, etc.) to include data from additional organizations, particularly those that already have some HDC data sharing agreement in place. Collaborate with North</p>	CT Data Collab	<p>CT Data Collab</p> <p>Hartford Data Collaborative</p>	<p>Youth-serving HOYC members previously providing data</p> <p>North Hartford Ascend Pipeline</p>	Backbone funding for HOYC

Hartford Ascend Pipeline to consider key shared research questions and identify opportunities for further areas of inquiry.				
3. Working with the Hartford Data Hub to streamline data requests to organizations (Ascend, YAC, YSBs, etc.) to answer HOYC research questions and other areas of analysis.	CWP CT Data Collab	CT Data Collab Hartford Data Collaborative	Youth-serving HOYC members previously providing data	Funding to build program capacity, based on plan
4. Review which organizations are not participating in data sharing through the Hartford Data Hub and consider with more intentionality how to approach this updated system (with what research question might matter to them).	CT Data Collab CWP	CT Data Collab Hartford Data Collaborative		Funding for reporting and analysis built into plan's budget
5. Build the capacity of youth-serving agencies to gather, use, and share the data HOYC seeks to capture in its database.	CT Data Collaborative	CT Data Collab CWP		Technical Assistance and Capacity Building Supports

6. Develop ways of feeding back data on individual partner programs that can add value for each partner	CT Data Collab CWP	CT Data Collab CWP		TBD
7. Develop web enabled dashboard for integrated (system and program) HOYC data in alignment with the population-level RBA framework.	CT Data Collab CWP	CT Data Collab CWP		TBD

Strategy Three: Individual-Level: Pilot a common intake, referral, and case management system approach within the Career Navigation Systems Development Initiative and consider lessons to apply city-wide.

Activity	Lead Org	Support Org(s)	Resources (Existing in Community)	Resources (To Obtain)
1. Create a common intake, referral, and case management systems shared data platform approach within the Career Navigators Initiative and consider how lessons might apply city-wide.	CWP	City of Hartford, North Hartford Ascend Various CBOS United Way CWP	CWP funding to implement Career Navigators Initiative	
2. Invoke a procurement process for deciding on a shared platform	CWP	City of Hartford, North Hartford Ascend Various CBOs United Way CWP	TBD based on plan for Pilot	TBD based on plan for Pilot
3. Convene a small group of interested Career Navigator partners to develop plan for Pilot.	CWP	City of Hartford, North Hartford Ascend	CWP funding to implement Career Navigators Initiative	

		Various CBOs United Way CWP		
4. Implement Pilot	CWP	City of Hartford, North Hartford Ascend Various CBOs United Way	TBD based on plan for Pilot	TBD based on plan for Pilot
5. Analyze intake and referral data to identify opportunities for improvement of both the data platform and referral activities	CWP	City of Hartford, North Hartford Ascend United Way	TBD based on plan for Pilot	TBD based on plan for Pilot
6. Share lessons learned and recommendations for next steps.	CWP	City of Hartford, North Hartford Ascend Various CBOs United Way	TBD based on plan for Pilot	TBD based on plan for Pilot

#4 Priority Area: YOUTH LEADERSHIP and ENGAGEMENT

Objective: Center youth voice and expand leadership development opportunities.

Strategy One: Support continued implementation and growth of Young Legends initiative and avenues for Young Legends and other youth leaders to (a) inform HOYC decisions and (b) increase the number of young adults who are aware of education and training and employment opportunities.

Activity	Lead Org	Support Org(s)	Resources (Existing in Community)	Resources (To Obtain)
<p>1. Continue to identify, prepare, and support Young Legends/Young Legends alums to serve on HOYC's leadership and committees:</p> <p>(a) Establish a process for appointing a Young Legend, Young Legend alum, or early-to-mid-career staff person from HOYC's target populations to serve as co-chair; steering committee member (one in addition to co-chair); and member of each HOYC subgroup.</p> <p>(b) Recruit Young Legends, Young Legend alumni, and young adults from partner organizations to participate in HOYC discussions and decision-making</p>	United Way	<ul style="list-style-type: none"> • CWP • Young Legends • OPP • Compass • Catholic Charities • Other Community Based Orgs 	<ul style="list-style-type: none"> • United Way partnerships • United Way funds for stipends • Career Navigation Community of Practice participants/HOYC members 	<p>Additional funding may be required to fully support and implement youth service on HOYC.</p> <ul style="list-style-type: none"> • Attendance at Conferences • Childcare during HOYC or related activities • Incentives/Stipends

processes.				
2. Host at least one HOYC mtg each year organized and led by youth (training in youth engagement, session on a topic that is a priority for youth, others).	Young Legends/ United Way	<ul style="list-style-type: none"> • CWP • City of Hartford • OPP • Compass • Other Community Based Orgs 	<ul style="list-style-type: none"> • United Way partnerships • United Way funds for stipends and training • Career Navigation Community of Practice participants/HOYC members 	
3. Assist Young Legends with: (a) Promotion of education and training and employment related resources and opportunities including but not limited to the Young Legends Leadership Academy and other Young Legend events and activities and (b) Peer outreach to encourage young adults to access these resources.	United Way	<ul style="list-style-type: none"> • CWP • Young Legends 	<ul style="list-style-type: none"> • Existing United Way funding for Young Legends • Directory • Other Community Based Orgs 	Sponsorship for “big events” and programs? Community space?

Milestones	6 Months (12/31/24)	1 Year (6/30/25)	2 Years (6/20/26)
<p>Activity 1</p> <p>Continue to identify, prepare, and support Young Legends/Young Legends alums to serve on HOYC's leadership and committees.</p> <p>(a) Establish a process for appointing a Young Legend, Young Legend alum, or early-to-mid-career staff person from HOYC's target populations to serve as co-chair; steering committee member (one in addition to co-chair); and member of each HOYC subgroup.</p> <p>(b) Recruit Young Legends, Young Legends alums, and young adults from partner organizations to participate in HOYC discussions and decision-making processes.</p>	<p>a1) Identified 2 young adults who will co-chair the young adult committee (current Young Legend, Young Legend alum, or young adult in their early to mid-career) who are actively serving in this position.</p> <p>(b1) Recruited 6 young adults from partner organizations to participate in HOYC discussions and decision-making processes; each young adult selected a HOYC subgroup to be a part of and are actively serving in this position.</p>	<p>(a1) Young adult co-chairs are serving in their positions; they are gathering other young adult representatives to attend HOYC meetings and assisting with in-person meetings.</p> <p>(b2) Hosted a meeting with youth leader co-chairs to discuss their co-chair experience with HOYC (highlight successes and adjustment areas, supports needed, discuss whether they'd like to remain co-chair etc.).</p>	<p>(a1) Recruit new co-chairs if initial co-chairs have moved on; new co-chair serving in this position.</p> <p>(b2) Young adult co-chairs are serving in their positions; they are gathering other young adult representatives to attend HOYC meetings and assisting with in-person meetings.</p> <p>(b3) Host a meeting with youth leader co-chairs to share their co-chair experience with HOYC (highlight successes and adjustment areas, supports needed, discuss whether they'd like to be co-chair etc.).</p>

		<p>B1) Young adult leaders are attending HOYC meetings and assisting with in-person meetings.</p> <p>B2) Meeting held with the young leaders to debrief their experiences, what worked/what could improve, etc. and identify how they would like to participate in HOYC moving forward.</p> <p>B3) Hosted HOYC young adult conference or training day with a focus on leadership, career navigation, and youth advocacy; debrief to discuss the effectiveness.</p>	<p>B1) Recruit new young adult leaders if initial group has moved on; new leaders serving in this position.</p> <p>B2) At least 10 youth leaders attending HOYC meetings.</p> <p>B3) Meeting held with the young leaders to debrief their experiences, what worked/what could improve, and identify how they would like to participate in HOYC moving forward.</p> <p>B4) Hosted HOYC young adult conference with a focus on leadership, career navigation, and advocacy</p>
--	--	--	--

<p>Activity 2</p> <p>Host at least one HOYC mtg each year organized and led by youth (training in youth engagement, session on a topic that is a priority for youth, others).</p>	<ul style="list-style-type: none"> • Identified the month youth leaders will lead the HOYC meeting. • Identified the topic they are addressing during the meeting. 	<ul style="list-style-type: none"> • Youth leaders hosted/led a HOYC meeting • Youth leaders hosted a debrief meeting to discuss what worked and areas of improvement; this meeting helped them design their HOYC youth leader conference. 	<ul style="list-style-type: none"> • Using the feedback from the previous year – youth leaders hosted a year two HOYC meeting • Youth leaders hosted a debrief meeting to discuss what worked in year 2 and areas of improvement; this meeting helped them design their HOYC youth leader conference
<p>Activity 3</p> <p>Assist Young Legends with:</p> <p>(a) Promotion of education and training and employment related resources and opportunities including but not limited to the Young Legends Leadership Academy and other Young Legend events and activities and</p> <p>(b) Peer outreach to encourage young adults to access these resources.</p>	<p>A1) YL are sharing education and training and employment resources with HOYC. HOYC is disseminating this information to their students/clients.</p> <p>B1) HOYC partners are sending Young Legends and other HOYC youth leaders' information about latest programs, services, and program changes.</p> <p>B2) YL are sharing all information received through their e-mail mailing list, canvassing, social media, etc.</p>	<p>A1) HOYC partners are sharing information, events, training opportunities etc. that YL share with them.</p> <p>B1) HOYC partners are sending YL information about their programs, services, changes etc.</p> <p>B2) YL are sharing all information received through their e-mail mailing list, canvassing, social media, etc.</p>	<p>A1) All HOYC partners are sharing information, events, training opportunities etc. that YL share with them.</p> <p>B1) All HOYC partners are sending YL information about their programs, services, changes etc.</p> <p>B2) YL are sharing all information received through their e-mail mailing list, canvassing, social media, etc.</p>

		B3) YL created a strategy to disseminate information (mailing list, canvassing calendar, social media calendars etc.)	B3) YL created a strategy to disseminate information (mailing list, canvassing calendar, social media calendars etc.)
--	--	---	---

Strategy Two: Establish mentoring and/or career pathways for youth and young adults within HOYC and member organizations.

Activity	Lead Org	Support Org(s)	Resources (Existing in Community)	Resources (To Obtain)
1. For all youth leaders regularly engaged in HOYC, offer a mentorship with an adult professional or early work experience opportunities with HOYC member organizations.	United Way	<ul style="list-style-type: none"> • CWP • Young Legends • City of Hartford • OPP • Urban League • Other Community Based Orgs 	<ul style="list-style-type: none"> • Urban League mentoring program • Other Community Based Orgs • 	Funding to develop and implement pilot
2. Career Development: Pilot a Career Shadowing program with professionals at HOYC membership organizations for young leaders who are regularly engaged in HOYC and interested in a nonprofit/public service career path.	CWP	<ul style="list-style-type: none"> • Young Legends • United Way • City of Hartford 	<ul style="list-style-type: none"> • SYEP employers and former program participants • Career Navigators • UW partnerships 	<ul style="list-style-type: none"> • Youth stipends

Milestones	6 Months (12/31/24)	1 Year (6/30/25)	2 Years (6/20/26)
<p>Activity 1</p> <p>For all youth leaders regularly engaged in HOYC, offer a mentorship with an adult professional or early work experience opportunities with HOYC member organizations.</p>	<ul style="list-style-type: none"> Hosted a discussion with HOYC young adult leaders to understand what they are looking for in a mentor to create an effective mentorship program. Created a pilot design and implementation plan for the HOYC mentoring program which includes roles and responsibilities of HOYC, mentors, and mentees. 	<ul style="list-style-type: none"> HOYC mentorship organizations/mentors are identified, and young adult leaders are paired with mentors. Mentorship program is active. Young adult leaders have a better understanding of the type of career they would like to pursue and what is needed to pursue this career. 	<ul style="list-style-type: none"> Year one of the HOYC mentorship program is evaluated (survey and discussion held); results are shared with HOYC. Feedback is implemented to help shape year 2 mentoring program. Year two mentors and organizations are identified; youth leaders are matched with mentors.

<p>Activity 2</p> <p>Pilot a Career Shadowing program with professionals at HOYC membership organizations for young leaders who are regularly engaged in HOYC and interested in a nonprofit/public service career path.</p>	<ul style="list-style-type: none"> ● Created a pilot design and implementation plan for a HOYC Career Shadowing opportunity, which includes the roles and responsibilities of HOYC, host organizations, and young adults. 	<ul style="list-style-type: none"> ● HOYC host organizations are identified, and young adult leaders are with an organization. ● Job shadowing program is active. ● Young adult leaders have a better understanding of the type of career they would like to pursue and what is needed to pursue this career. 	<ul style="list-style-type: none"> ● Year one of the HOYC Career Shadowing program is evaluated (survey and discussion held); results are shared with HOYC. ● Feedback is implemented to help shape year 2 mentoring program. ● Year two host organizations are identified; youth leaders are matched with organizations. ● The program is expanded (more organizations involved, more shadowing time).
--	--	--	---

#5 Priority Area: PROFESSIONAL DEVELOPMENT/CAPACITY BUILDING

Objective: Develop a robust and vibrant network of youth-serving organizations and professionals.

Strategy One: In coordination with the Career Navigators Systems Development Initiative Community of Practice and other HOYC members, build the capacity of frontline youth-serving staff.

Activity	Lead Org	Support Org(s)	Resources (Existing in Community)	Resources (To Obtain)
1. Develop a Community of Practice for professional development of frontline staff. This would include building interest and buy-in among frontline staff and their supervisors.	United Way CWP	United Way Capital Workforce Partners City of Hartford	TBD based on offerings and approaches Some funding presently available through United Way's Working Cities and N. Hartford Ascend Pipeline Project	Backbone support for HOYC Stipends for attending workshops. Funding for instructional resources and instructors.
2. Identify topics of high need and interest and develop a two-year plan for professional development for frontline staff on these topics through the Community of Practice. This would	United Way	United Way Capital Workforce Partners	Some funding presently available through United Way's Working Cities and N. Hartford Ascend Pipeline Project	Same as above

include consideration of tapping into Dalio COP. This could also include considering the national Youth Service Professionals' Knowledge, Skills, and Abilities (YSP/KSA) curriculum for front-line youth service professionals.		City of Hartford HFPG Dalio COP	Discussions with HOYC Consultants about available YSP/KSA instructional resources and content.	
3. Build instructional resources and toolkit for HOYC.			Discussions with HOYC Consultants about available instructional resources and content.	

Milestones	6 Months (12/31/24)	1 Year (6/30/25)	2 Years (6/20/26)
Activity 1 Develop a Community of Practice for professional development of frontline staff. This would include building interest and buy-in among frontline staff and their	<ul style="list-style-type: none"> As part of 2 year plan (see Activity 2), potential CoP structure presented, including host, key partner roles, and how it will connect to/complement other related CoPs such as Career Navigators and those managed by United Way 	<ul style="list-style-type: none"> First cohort of frontline workers identified. Training of first cohort ready to begin. 	<ul style="list-style-type: none"> Lessons from first cohort analyzed, shared, and incorporated into approach for next cohort. Second cohort of frontline workers identified Training of second cohort ready to begin.

supervisors.			
Activity 2 Identify topics of high need and interest and develop a two-year plan for professional development for frontline staff on these topics through the Community of Practice. This would include consideration of tapping into the national Youth Service Professionals' Knowledge, Skills, and Abilities (YSP/KSA) curriculum for front-line youth service professionals.	<ul style="list-style-type: none"> 2 year plan developed and shared with HOYC. 	<ul style="list-style-type: none"> Resources in place to implement year 1 of plan. 	<ul style="list-style-type: none"> Revisions to plan for year 2 incorporated as necessary based on lessons from year 1 Resources in place to implement year 2.

Strategy Two: Establish an annual HOYC Learning Agenda; use to (a) develop content for HOYC meetings, (b) connect HOYC members to existing training on these topics, and (c) inform the development or agenda of related professional development initiatives in the community.

Activity	Lead Org	Support Org(s)	Resources (Existing in Community)	Resources (To Obtain)
1. Survey HOYC members annually to identify topics members would like,	CWP	HOYC Orgs	n/a	Backbone support for HOYC

and need, to learn about.				
2. Build capacity related to priority topics via sessions/discussions at meetings of HOYC and/or subgroups.	CWP	United Way HOYC consultants and/or other content experts HFPG Dalio COP	TBD based on identified topics	Backbone support for HOYC Funding to support organization of sessions and presenter stipends
3. Consider other existing or nascent professional development initiatives; cultivate ties to inform offerings and help HOYC members take advantage.	CWP	United Way City of Hartford N Hartford ACHIEVE HOYC consultants with	United Way professional development efforts related to key topics Related professional development offerings from the City, N Hartford Ascend, Aspen's Opportunity youth Forum (including BMWP resources), and others	Backbone support for HOYC Funding to support professional development offerings and/or support HOYC members in accessing offerings

		connections to national development resources HFPG Dalio COP Aspen Institute		
--	--	--	--	--

Milestones	6 Months (12/31/24)	1 Year (6/30/25)	2 Years (6/20/26)
<p>Activity 1</p> <p>Survey HOYC members annually to identify professional development topics members would like, and need, to learn about.</p>	<ul style="list-style-type: none"> Survey re topics for year 1 completed. List of priority topics for year 1 established. This will serve as guide for development of sessions throughout the year. 	<ul style="list-style-type: none"> Survey re topics for year 2 completed. List of priority topics for year 2 established. This will serve as guide for development of sessions throughout the year. 	<ul style="list-style-type: none"> All new frontline staff will participate in frontline staff trainings. All HOYC members will assure key mid-management staff will participate in mid-management youth workforce training. Survey re topics for year 3 completed. List of priority topics for year 3 established.
<p>Activity 2</p> <p>Build capacity related to priority topics via sessions/discussions at meetings of HOYC and/or subgroups.</p>	<ul style="list-style-type: none"> Convened at least one professional development session on a priority topic, either as part of a regular HOYC meeting or a separate gathering. Research on whether an academic institution (i.e.: Community College, other Educational System) might build a youth workforce professional development career pathway with credentials and degree offering, and any recommended next steps if 	<ul style="list-style-type: none"> Convened at least two professional sessions on priority topics, either as part of regular HOYC meetings or separate gatherings. Analyzed session attendance and participant evaluations from sessions; lessons incorporated into plans for the following year. 50% of HOYC members have attended at least one HOYC professional development session. 	<ul style="list-style-type: none"> Convened at least four professional development sessions on priority topics, either as part of regular HOYC meetings or separate gatherings. Session attendance and participant evaluations analyzed; lessons incorporated into plans for the following year. 75% of HOYC members have attended at least one HOYC professional development session.

	applicable, shared and discussed with HOYC.		
Activity 3 Consider other existing or nascent professional development initiatives; cultivate ties to inform offerings and help HOYC members take advantage.	<ul style="list-style-type: none"> Discussions with the Dalio Foundation, Hartford Foundation for Public Giving, Aspen Institute, NYEC and other organizations to consider Subject Matter Experts (SME)s and shared best practices to infuse into the Learning Agenda. 	<ul style="list-style-type: none"> Survey Dalio, HFPG, Aspen and list priority topics, and connect HOYC learning agenda. Select 8-10 organizations to participate in the best practices and workshops. 	

6 Priority Area: POLICY AND ADVOCACY

Objective: Drive awareness and greater resource support for youth services as the local, state, and national levels.

Strategy One: Continue to track, and actively engage HOYC members in advocating for, investments in OY at the state and national levels.

Activity	Lead Org	Support Org(s)	Resources (Existing in Community)	Resources (To Obtain)
1. Annually, target up to three Hartford-specific advocacy and policy change issues to advance through HOYC.	CWP	CWP City of Hartford CBOs Hartford Foundation Dalio Young Legends/Youth Leaders	Agencies presently providing studies and research: - CDC Youth Outreach Program - Children's Advocacy Center Leverage Hartford Data Collaborative Research Questions	Resources to Support Conference/Workshops Resources to coordinate advocacy/policy issues Resources to support youth stipends for participation in workshops.
2. Actively participate in regional, and statewide OY advocacy and policy efforts, including the Campaign for Working CT, GWC DEIA Youth Committee, 119k CCM Commission, and Dalio-convened conversations.	CWP CBOs City of Hartford	CWP City of Hartford CBOs Hartford Foundation Dalio Young Legends/Youth Leaders	119k CCM Commission CWCT OY GWC DEIA Youth Committee	

Milestones	6 Months (12/31/24)	1 Year (6/30/25)	2 Years (6/20/26)
<p>Activity 1 Annually, target up to three Hartford-specific advocacy and policy change issues to advance through HOYC.</p>	<ul style="list-style-type: none"> • Work Group established to coordinate HOYC work on advocacy and policy issues. • Three priority OY policy issues for year 1 identified. • Plan to advance the three priority issues established and shared with HOYC. Plan will include active engagement of young people, local leaders, and community members in advocacy efforts. 	<ul style="list-style-type: none"> • Assessment of activities and impact on the three Year 1 priority policy issues shared with HOYC. • Three priority policy issues identified for year 2. • Plan for advancing the three Year 2 policy issues established and shared with HOYC, incorporating lessons from Year One. 	<ul style="list-style-type: none"> • Assessment of activities and impact on the three Year 1 priority policy issues shared with HOYC. Three priority policy issues identified for year 3.
<p>Activity 2 Actively participate in regional and statewide OY advocacy and policy efforts, including the Campaign for Working CT, GWC DEIA Youth Committee, 119k CCM Commission, and Dalio-convened conversations.</p>	<ul style="list-style-type: none"> • Regular HOYC attendance, participation in local, state and national OY policy groups with HOYC issues aligned to state, national OY policy agendas. • Impact federal, state OY policy issues. • Regular updates provided to inform and engage HOYC members in 	<ul style="list-style-type: none"> • Regular HOYC attendance, participation in local, state and national OY policy groups with HOYC issues aligned to state, national OY policy agendas. • Impact federal, state OY policy issues. 	<ul style="list-style-type: none"> • Regular HOYC attendance, participation in local, state and national OY policy groups with HOYC issues aligned to state, national OY policy agendas. • Impact federal, state OY policy issues.

Strategy Two: Serve as a local leader in regional, statewide, and national efforts to improve outcomes for OY.

Activity	Lead Org	Support Org(s)	Resources (Existing in Community)	Resources (To Obtain)
1. Connect HOYC with national efforts such as Aspen OYF, NYEC, CLASP/CCRY, COABE, NSC/CWCT, etc., to share lessons learned and bring benefits of policy and advocacy to national, state, and local venues.	CWP	CWP City of Hartford United Way Hartford Foundation CBOs		Backbone support for HOYC Conference/travel supports Youth Stipends
2. Work with federal, state and local officials on needed supports to HOYC (CT Congressional; Governor's Workforce Council; state, municipal leaders).	CWP	CWP City of Hartford United Way		Backbone support for HOYC

Milestones	6 Months (12/31/24)	1 Year (6/30/25)	2 Years (6/20/26)
Activity 1 Connect HOYC with national efforts such as Aspen OYF, NYEC, CLASP/CCRY, COABE, NSC/CWCT, etc., to share lessons learned and bring benefits of policy and advocacy to national, state, and local venues.	<ul style="list-style-type: none"> Establish HOYC representation at national OY organizations with Aspen, NYEC, CLASP/CCRY Regular communication updates to HOYC on national OY Policy Issues. 	<ul style="list-style-type: none"> Build at least two national OY best practices into HOYC work. Participate at the two Aspen OYF Conferences Participate at the NYEC National Event. Share best practices with HOYC members. 	<ul style="list-style-type: none"> Build at least two national OY best practices into HOYC work. Participate at the two Aspen OYF Conferences Participate at the NYEC National Event. Share best practices with HOYC members.
Activity 2 Work with federal, state and local officials on needed supports to HOYC (CT Congressional; Governor's Workforce Council; state, municipal leaders).	<ul style="list-style-type: none"> Meet with federal, state and local officials related to OY Policy Issues at least once a year, with ongoing feedback to HOYC Members. 	<ul style="list-style-type: none"> Meet with federal, state and local officials related to OY Policy Issues at least once a year, with ongoing feedback to HOYC Members. 	<ul style="list-style-type: none"> Meet with federal, state and local officials related to OY Policy Issues at least once a year, with ongoing feedback to HOYC Members.

Appendix A

Policy/Advocacy

Supporting opportunity youth (young people aged 16-24 who are neither in school nor working) in Hartford, Connecticut, requires addressing several key policy issues. Here are some of the primary areas needing advocacy, drawn from CWP research & forums, Dalio's Foundation's Unspoken Crisis Report, Aspen OYF.

1. Education and Workforce Development:

- **Access to Education:** Increase funding for alternative education programs, recuperative education options, work-based learning opportunities; supportive employment opportunities, GED preparation, and vocational training. Support greater Integrated Education Training Models (IBEST).
- **Career and Technical Education (CTE):** Enhance and expand CTE programs to provide youth with practical skills aligned with local job markets.
- **Apprenticeships and Internships:** Promote partnerships between businesses and educational institutions to create apprenticeship and internship opportunities.

2. Employment Opportunities:

- **Youth Employment Programs:** Fund and support programs that provide job readiness training, career counseling, and placement services.
- **Work Based Learning:** support comprehensive year-round youth employment programming.

3. Social and Economic Support:

- **Affordable Housing:** Address housing instability by increasing access to affordable housing options for youth.
- **Transportation:** Improve public transportation options to ensure youth can access education and employment opportunities.

4. Mental Health and Social Services:

- **Mental Health Services:** Expand access to mental health services, including counseling and support for substance abuse.
- **Support Services:** Provide comprehensive support services, including mentoring, case management, and life skills training.

5. Criminal Justice Reform:

- **Diversion Programs:** Advocate for diversion programs that provide alternatives to incarceration for young offenders.
- **Reentry Support:** Enhance reentry programs to support youth transitioning from the justice system back into the community.

6. Community and Youth Engagement:

- **Youth Voice:** Ensure that policies and programs are developed with input from the youth they are meant to serve.
- **Community-Based Programs:** Support grassroots organizations that work directly with opportunity youth.

7. **Health Care Access:**

- **Health Insurance:** Ensure that opportunity youth have access to affordable health insurance and healthcare services.
 - **Preventive Care:** Promote preventive health programs, including reproductive health and nutrition education.
-
- What are the policy blockers or pain points for this category as it relates to your work supporting the career navigation needs of Opportunity Youth?
 - What are the best policy solutions and levers (e.g., funding, guidance, incentives, mandates, etc.) for this category?
 - Who is the best policy actor(s) for enabling or supporting these areas (local, state, federal)?

Appendix B

Scale Hartford | Executive Summary

Scale Hartford is a \$1.5MM, multi-agency effort to transform the data infrastructure of the Hartford Opportunity Youth Collaborative (HOYC) and increase the number of youth served by HOYC partners by more than 8,000, compared to the 2023 baseline. Scale Hartford was originally designed and submitted by Capital Workforce Partners (CWP) in response to the Aspen Institute Scaling Youth Outcomes Cohort RFP. Scale Hartford increases both the number of youth served and the number reporting education and employment outcomes through HOYC members, with over 10,000 major youth outcomes projected over the three year project period.

Scale Hartford's aims to integrate Hartford Public Schools (HPS) data on Early Warning Indicator youth, as well as CT state agency data, with HOYC's existing data sharing and service coordination infrastructure, currently comprised primarily of community-based agencies serving disconnected young people. Along with CWP, HPS, the City of Hartford and other data stakeholders (Hartford Data Collaborative, RISE Network, & Charter Oak Group), Scale Hartford incorporates three direct service partners: Our Piece of the Pie (OPP), ReadyCT, and the Hartford Public Library (HPL). Each partner has established data sharing agreements with HPS, demonstrated strong capacity to implement effective youth programming, and committed to scaling their service levels.

Scale Hartford Core Activities and Impact

Activity	Impact on Scale
Establishment of <i>Equity</i> -driven common definitional framework for youth risk factors and sub-populations.	Partners will tether eligibility criteria, identification mechanisms, and programs to definitions that align with practitioner-level youth service needs, improving participant retention and increasing effectiveness of outreach, triage processes, and referrals.
Development/revision of data sharing agreements between direct service partners and with HPS to create expanded HOYC 'core' dataset.	HDC analysis of newly incorporated HPS, HPL, ReadyCT, and OPP data will build on HOYC's established <i>Data and Learning Capacity</i> and allow for new insights into service efficacy and opportunities for improvement.
Analysis and asset mapping of cross-provider service delivery	Data sharing partnerships will enable partners to coordinate services and increase timeliness and relevance of interventions.
Development of provider-level data infrastructure initiatives.	Each direct service partner will increase operational efficiencies and service capacity through specific data infrastructure improvements.

Community of practice convening.	Partners will learn and share best practices, troubleshoot issues as they arise, and build sustainable and resilient relationships.
P20 WIN State Data Matching.	Local service and outcome data will be matched against state agency and institutional data at the participant-level to track additional post-program outcomes, identify trends, and better understand participation of systems-involved youth.
Career Navigation Systems Development.	Leveraged, complementary work to improve HOYC's intake, triage, and referrals will grow the number of agencies contributing to 'core' data and coordinating services to achieve stronger outcomes.

