

FUTURE WORKFORCE

Investment System / Hartford



Executive Summary

Hartford's Plan for Developing the Workforce of Tomorrow: Promoting education, economic growth and opportunity for Hartford's youth and young adults



Executive Summary
Future Workforce Investment System
January 2006

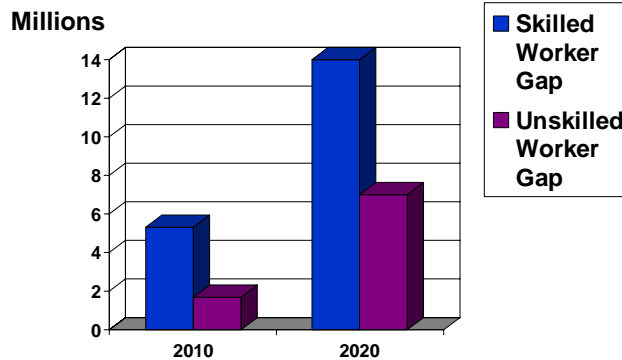
Get Revolutionary, *Take Charge of Our Future*

The Future Workforce Investment System

The Future Workforce Investment System (FWIS) is an initiative of Hartford's Mayor, Eddie A. Perez, in partnership with the Hartford Public Schools, Capital Workforce Partners and other key stakeholders. FWIS provides an innovative framework for a dual-customer approach to workforce and career development designed to meet the needs of both employers and prospective employees. Implementation of FWIS began more than two years ago following acceptance of recommendations by the Mayor's Taskforce on Hartford's Future Workforce.

Given the critical gap between employer needs and a prospective workforce, FWIS was developed to address three key challenges facing Hartford and the region:

Projected Skill and Unskilled Gap in 2010 and 2020:



1. Too many young adult Hartford residents are not able to enter the workforce successfully and build satisfying, productive, and rewarding careers;
2. Local employers need a consistent flow of qualified, competent, and skilled employees; and
3. Hartford lacks a coordinated, integrated, and responsive education and training system that can bring job-ready young adults and employers together.

FWIS proposes a system approach to ensure that the city's 14 to 24 year-olds acquire the academic and employment skills they need to be productive members of the workforce and meet the needs of the region's employers. A copy of the full plan is available.

The system plan details the evolution of Hartford's Future Workforce Investment System. It describes the organizational structure of FWIS, outlines its guiding principles, vision, and long-term goals, and delineates five focus areas for 2005-2007.¹ The plan also identifies 10 key strategies² (along with 39 recommended short- and long-term action steps³), provides data on current financing of services for the target population, outlines methods to track outcomes and report performance, and offers recommendations to strengthen the FWIS youth-serving system. In addition, it includes research on local and national trends in youth employment, information about the status of Hartford's youth and young adults, and a summary of current and emerging issues.

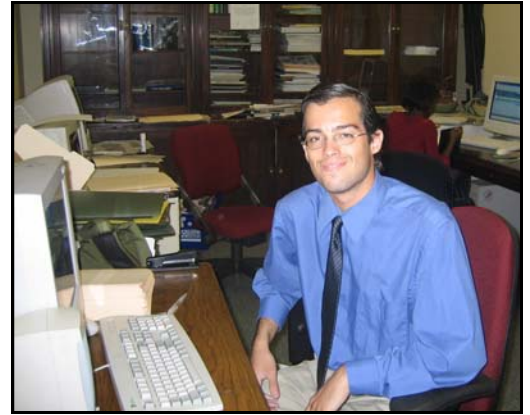
Core partners in FWIS are the City of Hartford, Hartford Public Schools and Capital Workforce Partners. These partners are charged with implementation of FWIS as a mechanism for building a highly skilled and knowledgeable workforce in Hartford and in the region.

¹ See Attachments A & B for a listing of members of the FWIS Leadership Committee and FWIS Organizational Chart

² See Attachment C

³ See Attachment D

The Future Workforce Investment System is Hartford's plan for systemic change in preparing 14-24 year olds to successfully join the workforce. FWIS is based on best practices (a technique or methodology that, through experience and research, has proven to be the best path to a desired result) and lessons learned. It is a coherent, city-wide framework for supporting youth through case management, guidance from caring adults, and connections to programs and services that lead to positive educational and employment outcomes. Tracked through a common web-based information system, *HartfordConnectssm*, these outcomes include: increases in the number and percentage of young people finishing high school, attending and completing college, getting living-wage jobs, and engaging in long-term, career-focused employment.



The Future Workforce Investment System Leadership Team is comprised of a diverse group of city and community leaders that guide the implementation and build out of the FWIS and act as champions in the community and with other leaders.

Background

Hartford requires a stable, competitive workforce which is responsive to the current and future needs of local and regional employers if it is to be a vibrant community where people want to live, work, learn, raise their families and where current businesses choose to stay and new ones choose to establish roots. Employers need young adults to be ready to enter the work world, able to take advantage of opportunities to advance their skills on a continuing basis, and to pursue career paths that can lead to prosperity.

Hartford finds itself at a critical juncture where the emerging workforce is significantly ill prepared to meet the growing needs of employers in an increasingly competitive world economy. To help prepare the future workforce to meet the needs of the region's employers, attention must be paid to the present and future occupations in demand in the Capital area, possible career paths for these targeted occupations and employment trends. Analysis of the regional workforce and trends suggests that the metropolitan area faces an alarming labor shortage presently and over the next decade. Projected shortages reflect both a reduction in the actual numbers of available working-age adults and a growing disconnect between existing skills and workforce competencies and job requirements, resulting in a skills shortage. The data suggest that there are not enough young adults in the regional workforce today, nor will there be in the next decade, to match the number of current employees who will leave their jobs at the same time. In terms of raw numbers, the projected influx of young adults from the city and the region entering the local workforce in the next decade will not keep pace with the outflow of departing workers.

The City of Hartford and its many economic, educational and social institutions, face a significant challenge in preparing the future workforce to meet the needs of the region's employers. As outlined in this report, there are many issues that have an impact on Hartford's youth achieving positive educational and employment outcomes. The scope of these challenges exceeds the capacities of any one organization and it must be the responsibility of everyone concerned – residents, government, education, businesses, individuals, and community based organizations - to partner to develop the youth and young adults of Hartford as community assets and contributors to a competitive economy

in the region. Service providers and local, state, and federal funders must adopt Hartford's FWIS as their framework for services to youth ages 14–24 and must be encouraged to align their programs, services, and funding in support of the FWIS strategies, outcomes and the emerging workforce development system.

Future Workforce Strategies:

1. Develop a comprehensive youth delivery system
2. Provide system coordination and oversight
3. Use *HartfordConnects* database for case management and reporting
4. Employ youth development practitioners' academy strategies
5. Provide summer youth employment and learning opportunities
6. Maximize alternative and adult education strategies
7. Strengthen dual customer and sector-based training
8. Increase dual customer and school-to-career programs
9. Improve employment opportunities and skill development for justice involved youth
10. Develop college preparation strategies for older youth

FWIS Vision

To ensure that youth and young adults are well educated and prepared to be productive members of the future workforce with the ability to meet the needs of the region's employers

System Goal



Between 2005 and 2009 increase the following education and employment outcomes for Hartford's youth:

- Number/percentage of Hartford youth finishing high school;
- Number/percentage of Hartford youth attending and completing college;
- Number/percentage of Hartford youth getting living-wage jobs;
- Number/percentage of Hartford youth engaging in long-term, career-focused employment

An **Annual Hartford Report Card on the Future Workforce** will document progress on these outcomes and chart implementation of the FWIS strategies based on clear objectives and measurable outcomes.



Highlights of Current and Emerging Issues

The following statistics guide the prioritizing of the FWIS strategies:

- √ **Seventy-three (73%) percent of Hartford's population 16 and over function at literacy Levels I and II (out of five levels, five being the highest level of literacy).** A National Institute for Literacy study reports that individuals at Levels I or II would not be able to read an ATM screen, decipher a bus schedule, read a newspaper, read the dosage on a medicine bottle, or fill out a job application. Most employers require reading proficiency at Level 3, about an 8th grade level.

- √ **Hartford students rank last in the state in graduation rates, Connecticut Mastery Test (CMT) scores, and Connecticut Academic Performance Test (CAPT) scores.** The 2004 cumulative dropout rate reported by the Connecticut State Department of Education was 20.8% compared to a statewide average of 8.8%. Data from the *2004 Kids Count Data Book* published by the Connecticut Association for Human Services show that 8.6% of students in Hartford met the CMT goal in 2002-2003 compared to a state rate of 40.8%, while 2% of students in Hartford met the CAPT goal in 2002-2003 compared to a state rate of 24.8%. While the Hartford Public Schools have made some progress in recent years in increasing the percentage of students who graduate from high school and move on to college or work, there is an urgent need for stronger academic and case management support to raise student achievement.
- √ **Between 1,500 and 2,000 Hartford youth are involved in the justice system.** According to research done by the City of Hartford and Capital Workforce Partners, one out of three young adults (aged 18-24) in Hartford will be arrested before the age of 25. The Connecticut Department of Corrections spends about \$28.6 million annually to incarcerate Hartford young people (ages 17-24) – nearly 850 of them in 2005. Nearly 18% of referrals to Connecticut's juvenile courts are from Hartford, the second highest referral rate of any city in the state⁴. Between 2000 and 2005, street violence has claimed the lives of 32 Hartford residents under 21 years of age. Fifteen of these deaths occurred during 2004 and 2005.
- √ **Hartford has the second highest rate of poverty (30.6%) in the nation for cities with 100,000 or more residents.** With young people (ages 14-24) composing approximately 21% of city residents and a child poverty rate of 41%, it is clear that poverty disproportionately affects Hartford's youngest residents. Research done at Northeastern University found that youth living in high-poverty neighborhoods are the least likely to complete college or be employed.
- √ **Hartford's children and youth are from distressed families.** Almost 2,200 city residents aged 14-24 receive Temporary Aid for Needy Families (TANF) benefits; more than 6,000 youth and young adults receive food stamps; and almost 400 young adults aged 18–24 stayed in homeless shelters last year.
- √ **Hartford has one of the nation's highest rates of teen pregnancy and parenthood.** Hartford's percent of births to teens in 2003 was 18.7%. The 2000 Census shows that approximately 2,000 Hartford households are headed by single parents aged 18-24. Parental responsibilities limit many young peoples' ability to continue their education and pursue career opportunities. The scarcity of affordable childcare is also a major challenge to young parents' ability to go to school and/or work.
- √ **Youth-serving entities such as municipalities, school districts, and community-based organizations typically operate autonomously.** They develop their own strategies and programs to serve youth and compete for a shrinking pool of resources to support them. A coordinated and responsive education and training system that integrates the efforts of private and public youth-serving entities and employers is essential to achieving the FWIS vision. Success rates in achieving a community vision are higher when municipalities and school districts collaborate as demonstrated by work being done in Boston.

⁴ New Haven ranks first at 20.1%.

Current Funding Trends

Funding for programs and services impacting Hartford's 14-24 year olds comes from a variety of sources. The following information on funding for Hartford's youth between the ages of 14 and 24 comes from a report, Funding For Hartford Youth Ages 14-24, done in October 2005 by Goff Brown Associates, LLC. This report captures most of the youth programs funded to serve 14 – 24 year olds and provided key insights that assists FWIS to further clarify priority strategies⁵.

While more than 90 agencies receive grants for programs targeted to Hartford youth aged 14–24, almost 75% of these agencies (67) receive small grants under \$100,000, generally from multiple sources. Five community-based agencies can be categorized as “super agencies” for this age group, with each reporting more than \$1 million dollars. Three of these “super agencies”-- Catholic Charities, Our Piece of the Pie (formerly known as Southend Community Services), and the Village for Families & Children--provide a range of programs and services. The other two, Community Solutions, Inc. and Community Partners in Action, focus exclusively on intervention, funded respectively by the Connecticut Department of Children and Families and the court support services division of the Connecticut Judicial Department.

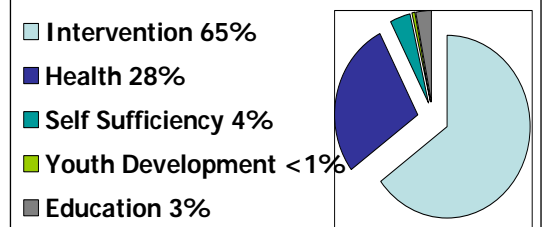
More than \$83.2 million dollars in funding was expended last year for programs and services for Hartford young people between the ages of 14 and 24. This includes funding from state agencies (including state and federal pass-through funds), private funders and other public funders. It does not include funding for direct classroom education in Hartford or funds for Hartford children who attend other schools.

A significant amount of the \$83.2 million dollars, 58%, was used for intervention and treatment level services for Hartford young people between 14 and 24 years of age. These are programs that work with the youth after the fact – youth are already exhibiting behaviors that require intervention or treatment. In comparison less was spent on prevention programs, i.e. 10% was spent on self-sufficiency (programs that can be categorized as workforce development), 7% supported social & emotional development (more commonly understood as youth development programs), 3% on education, 21% on health.

Looking at data separately for 14-17 and 18-24 year olds shows that funding for intervention increases with the age of youth served, going from 41% to 70% of total funds identified, while prevention activities such as education, youth development and workforce development combined shrinks from almost one-third to 13%.

Current funding from state agencies accounts for almost \$57.4 million dollars and shows a similar pattern of use for intervention - 65% of the funds (\$37.3 million) were used for intervention and treatment level services⁶. The Connecticut Department of Correction spends over \$28.6 million dollars annually to incarcerate 848 Hartford young people between the ages of 17 and 24.

Current State Funding



⁵ Funding For Hartford Youth Ages 14-24 attempted to survey all programs and funders targeting youth ages 14- 24, however a few did not respond and are not captured in this report. The entire report with detail on respondents is included as an attachment to the full FWIS Blueprint document.

⁶ Data is specific to the most recent funding year, either calendar year 2004 or fiscal year 2004-2005.

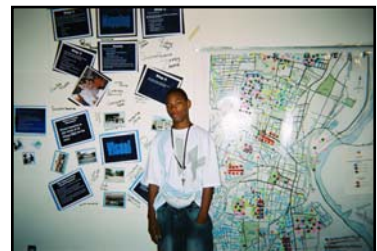
Lessons Learned Toward a More Comprehensive Approach to Improving Youth Outcomes

As FWIS integrates common elements from four Hartford-area, youth-focused workforce initiatives⁷ and FWIS programs have been piloted over the past two years, lessons have already been learned about coordinating programs and services for youth, building relationships with employers, and achieving positive outcomes. They include:

1. **Caring and consistent adult relationships with youth as proved by case managers** are essential in helping youth achieve positive educational and employment outcomes.
2. **A common database system is necessary** to provide seamless services to Hartford youth and coordinate services effectively among youth-serving entities. The web-based, program management system, HartfordConnectssm, provides this opportunity for FWIS.
3. **Hartford must replicate best practices** such as programs of Our Piece of the Pie (formerly known as Southend Community Services),⁸ **and lessons learned** from the Urban League of Greater Hartford, Hartford Communities that Care and such academic efforts as Diploma Plus and Credit Retrieval.
4. **Linking paid internships/stipends with alternative education programs** keeps disconnected out-of-school youth engaged in their academic pursuits and builds relationships with employers.
5. **Linking service providers** who work with the same youth through the web-based program management system, *HartfordConnects*, and the Hartford Public Schools' *School Administrative Student Information (SASI)* system has increased communication and coordination among service providers and has further enabled development of high school prevention teams⁹.
6. **Intensive interventions and supports for justice-involved youth** have led to positive engagement and retention in school for 14 to 18 year-olds. Effective case management is a necessary ingredient of successful work and learn programs that connect school and workforce readiness, vocational training, and work experiences.
7. **Summer youth employment** is critical to youth development and has a positive impact on work readiness and competency upon high school graduation.

Key Focus Areas

Based on experience to date, five key areas will be focused on over the next two years (2005 – 2007) to enhance results and track outcomes:



⁷ The Mayor's Taskforce on Hartford's Future Workforce; Capital Workforce Partners Youth Committee's Strategic Plan; YO! Hartford, the now concluded, federally funded Youth Opportunity Grant program; and the work of the City's Health & Human Services Department, including the Hartford Youth Network.

⁸ A nationally recognized youth entrepreneurship program that meets the needs of both employers and youth and produces positive employment outcomes.

⁹ Prevention teams assure the provision of critical service coordination and social service supports to keep youth in school.

1. **Youth Work Experiences** – Assuring that all youth receive a valuable work experience, and have key work-readiness competencies prior to graduation is essential¹⁰. The Summer Youth Employment and Learning Program is one key effort to ensure youth have this experience. Another critical component is year-round work experience opportunities. Hartford youth engaged in developing work readiness competencies as part of their high school experience often show increased school retention rates, increased academic basic skills, and motivation to pursue higher education activities.
2. **Strengthen High School Prevention Teams** - Hartford Public Schools have a multitude of valuable support services available to students. In recent years, efforts to expand high school prevention teams has led to the need for a more fully developed system of services and the development of personal learning plans for youth. *HartfordConnects*sm provides a platform that allows such information to be tracked and accessed by appropriate people to ensure that effective decisions are made regarding student care. Prevention teams provide an opportunity to connect with career center staff to ensure that youth's career development activities are also tracked in the same central location.
3. **Adult/Alternative Education** - Adult and alternative education models are critical to the success of the out-of-school and disconnected youth populations. For FWIS to achieve its goal, a stronger focus must be placed on sustaining and expanding the Hartford Adult Education Diploma Plus and Credit Retrieval programs. Three vital components of these programs include non-traditional academic remediation and instruction based on competencies, case management and work/internship opportunities. With the out-of-school population, the relationship formed through case management plays an integral role in the academic success of the student and the work/internship exemplifies the relevancy of academic learning to lifelong career success.
4. **Justice Involved Youth** –There are a number of efforts underway in Hartford to work with youth connected to the juvenile justice system. Programs that link literacy and work experience with case management support have demonstrated success. Increasing, strengthening and coordinating year round opportunities for reconnection of adjudicated youth to the community through work and learn programs are critical.
5. **Tracking and Data Reporting:** *HartfordConnects* is used to track all information. and an annual Hartford Report Card on the Future Workforce will be developed to report FWIS outcomes against baseline conditions. In addition, interim benchmarks should be established to facilitate continuous program improvement and movement toward the FWIS outcomes. The FWIS Leadership Policy, Collaboration and Coordination Subcommittee is working to ensure the development of a data report.

Recommendations

Although implementation of FWIS is already underway and many lessons learned are already being put into wider practice, much work remains to build the coordinated, city-wide system of programs and services essential to developing the workforce of tomorrow. Because no single organization can adequately prepare Hartford's future workforce, the collective strengths and capabilities of multiple partners must be mobilized. This task requires an overarching vision, common goals, a shared focus on measurable outcomes, and a common database for program management. It also requires leadership that can and will keep all stakeholders focused on the tasks at hand.

¹⁰ Such as proper dress, attitude, work place expectations

To move forward and translate the FWIS vision into reality for Hartford's youth and young adults as well as the region's employers, the Mayor has convened an FWIS Leadership Committee of champions who are willing to engage fully on a number of bold steps that must be taken. Taken together, these steps represent a change in the way Hartford organizes, delivers, and measures the impact of services for youth and young adults. If implemented successfully with the active participation and support of all stakeholders, they offer the opportunity to strengthen FWIS, align funding with common outcomes, expand the use of *HartfordConnectssm*, increase the number of agencies partnering within FWIS and increase positive education and employment outcomes.

FWIS Leadership Stakeholders

Mayor
 Capital Workforce Partners
 Hartford Public Schools
 City Council Representatives
 United Way of the Capital Area
 Hartford Foundation for Public Giving
 Economic Development
 Employers
 U.S. Representative to Congress
 Community Based Agencies
 Higher Education

Aligning Resources: Aligning existing resources, leveraging new resources, and streamlining financial development activities to enhance positive education, career, and employment outcomes for Hartford's young people must be a priority. This will take the commitment of everyone involved in the FWIS and may sometimes require one agency to defer to another that may be more successful in bringing new resources into Hartford.

Connecting All Youth-Serving City Initiatives: All programs serving children and young adults must be linked to ensure clear delineation of responsibilities, maintain high-level coordination and communication, and avoid developing multiple approaches to similar issues requiring the same people and financial resources. The roles and responsibilities of the Mayor's FWIS Leadership Committee should be enhanced, and committee membership should be expanded to include representation from the Mayor's Cabinet for Young Children, the Commission to End Chronic Homelessness and the Blue Ribbon Commission on Higher Education. In addition, the City's Department of Health & Human Services, Youth Services Bureau, should assume an enhanced leadership role in coordinating programs and services for FWIS-eligible youth.

Expanded Use of *HartfordConnectssm*: *HartfordConnectssm* is a case management and database system that allows information to be shared in a timely and secure manner among agencies throughout Hartford. A real-time, comprehensive, internet-based program management system with data, case management, and reporting capabilities, *HartfordConnectssm* should be used by all entities serving Hartford youth aged 14-24. Connections to other pertinent data systems, such as the existing link with the Hartford Public Schools' SASI system, should be added.

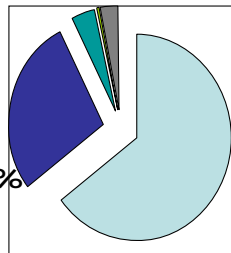
Case Management capacity of the organizations that have signed a Memorandum of Understanding agreeing to pursue FWIS outcomes and use *HartfordConnectssm* falls short of the number of young people needing assistance in preparing to enter the workforce successfully. The size of that gap must be determined and expanded service and case management capacity should be identified to fill the gap.

State Funding Shift: State agencies, the governor and the Connecticut General Assembly should work to shift their emphasis in funding from intervention programs to prevention services¹¹ and to develop budget line items for youth development in Hartford. The pertinent state agencies include the Departments of Children and Families, Education, Judicial, Mental Health & Addiction Services, Public Health, and Social Services.

¹¹ Prevention Services to include Workforce Development, Education, youth Development, Self-Sufficiency and Health

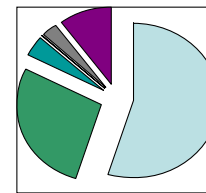
Current State Funding – 2004-2005

- Intervention 65%
- Health 28%
- Self Sufficiency 4%
- Youth Development <1%
- Education 3%



Proposed Long-Term Shift in State Funding

- Intervention 55%
- Health 28%
- Self Sufficiency 4%
- Youth Development <1%
- Education 3%
- Workforce Investment 10%



Employer Engagement: Experience with programs that use the dual-customer approach demonstrates that effective engagement with employers is both essential and challenging to achieve. Employers must be willing and able to define and articulate their needs so that program operators can shape their training and placement strategies accordingly. Service providers should be able to demonstrate the direct benefits of employer participation in FWIS. In order to apply the dual-customer approach across all critical sectors of the economy, more employers must be persuaded to participate.

Quality Assessment of Programs: All FWIS partner programs should be evaluated annually to assess their performance in helping Hartford youth and young adults reach desired outcomes. These evaluations should focus on program improvement rather than placing blame for inadequate performance, but programs that fail to improve after a number of years should be removed from the FWIS system. Each program should meet researched-based standards for youth development practices.

Report Card: The FWIS outcomes discussed earlier need to be defined so that they can be measured consistently across service providers and across and time. An annual Hartford Report Card on the Future Workforce should be developed that will track and report FWIS outcomes – at both the system and agency levels - against baseline conditions. In addition, interim benchmarks should be established to facilitate continuous program improvement and movement toward the FWIS outcomes. The assessment should be implemented in collaboration with similar projects such as the Hartford Indicators Project led by the Hartford Public Library and similar work under way on regional indicators.

Attachment A

Mayor's Future Workforce Investment System Leadership Committee¹²	
Mayor Eddie Perez , City of Hartford – Leadership Committee Chair	
Michael Bangser , Former Executive Director, Hartford Foundation for Public Giving	Worth Loomis , Professor, Hartford Seminary & Former President, Rensselaer at Hartford
Luis Caban , President, Southside Institutions Neighborhood Alliance	Ruthie Mathews , Manager, Training & Development, St. Francis Hospital
Calvin Woodland , EDD, President, Capital Community College	Dick McAloon , Vice-President of Human Resources, Hartford Hospital
Lee Erdmann , Chief Operating Officer, City of Hartford	Mike Meotti , President, Connecticut United Way
Paula Gilberto , Vice President, United Way of the Capital Area	Thomas Phillips , President & CEO, Capital Workforce Partners
Elliot Ginsberg , Chief of Staff, Congressman John Larson	Lewis Robinson , Board Member, United Way of the Capital Area & Hartford Foundation for Public Giving
Oz Griebel , President & CEO, MetroHartford Economic Alliance	Lena Rodriguez , President, Community Renewal Team
Robert Henry , Superintendent, Hartford Public Schools	Marilyn Rossetti , Executive Director, Hartford Areas Rally Together
Lee Hunt , Executive Director, Blue Hills Civic Association	Tim Shea , Project Coordinator, Capital City Economic Development Authority
Lauren Kaufman , Vice President, Connecticut Business & Industry Association (CBIA)	Veronica Airey-Wilson , Councilwoman, Hartford City Council
Jerry Long , President, PCC Technology Group, LLC & Chairman, MetroHartford Economic Alliance	

Core Partners¹³

City of Hartford, Hartford Public Schools, Capital Workforce Partners

Service partners¹⁴

African Caribbean American Parents of Children with Disabilities (AFCAMP), Blue Hills Civic Association, Catholic Charities, City of Hartford Health and Human Services, Community Renewal Team, Community Partners in Action, Compass Youth Collaborative, Connecticut Rivers Council Boy Scouts of America, Connecticut Puerto Rican Forum, Inc., Hartford Communities That Care, Hartford Public Schools Student – Safe Schools Healthy Students, Mi Casa Family Service & Educational Center, Organized Parents Make a Difference, South Arsenal Neighborhood Development, Inc. (SAND), Our Piece of the Pie (OPP), The Village for Families & Children, Urban League of Greater Hartford, Wheeler Clinic, Inc.

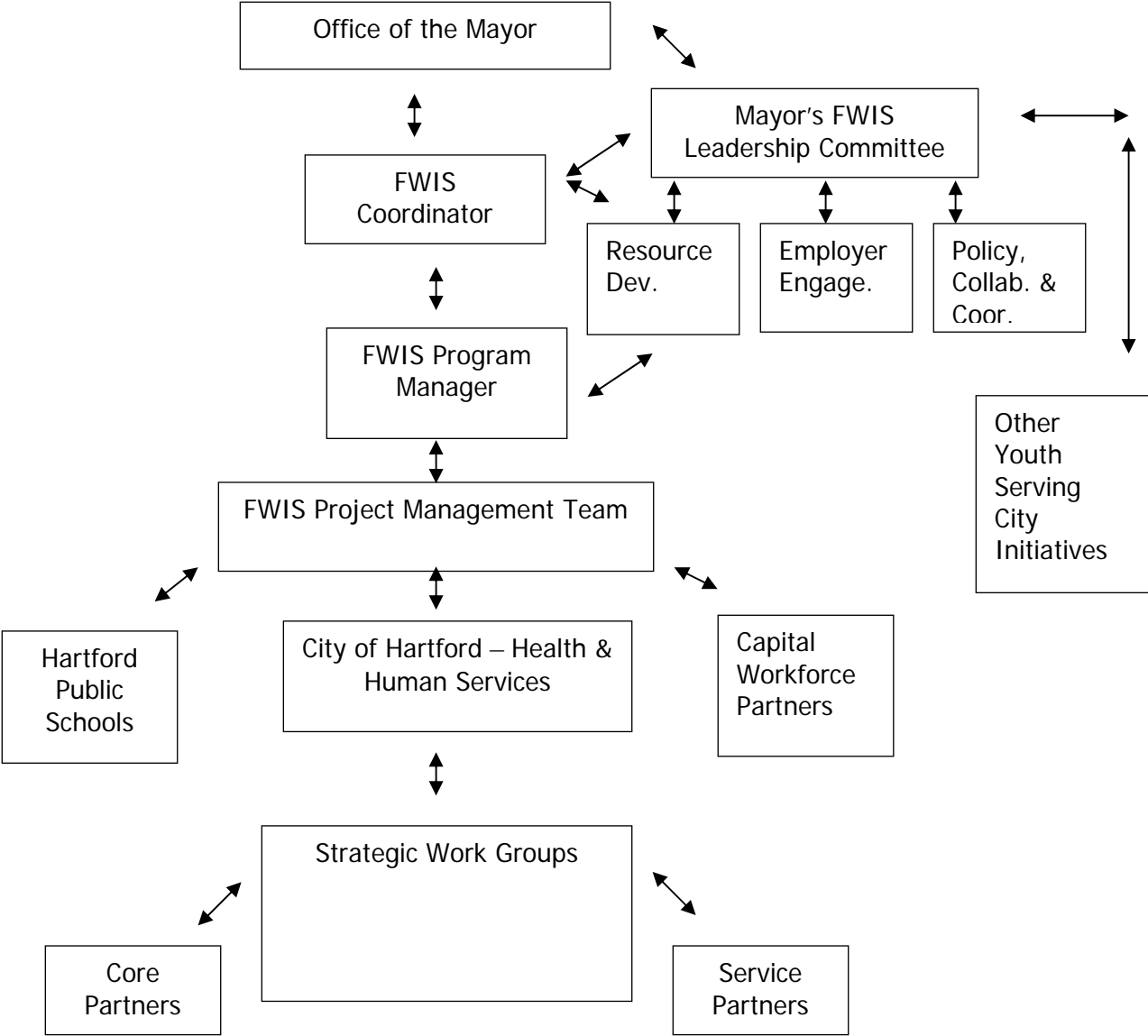
¹² As of November 1, 2005

¹³ Partners charged with the implementation and build-out of FWIS.

¹⁴ Agencies that have signed an FWIS Memorandum of Agreement, work with youth within the FWIS continuum of care and use Hartford Connects to track the achievement of common outcomes tied to the ten strategies.

Attachment B

Organizational Structure - Future Workforce Investment System



Attachment C

Detail of FWIS Strategies

The Future Workforce Investment System' (FWIS) core partners, service partners, and the Leadership Committee are focused on the following 10 strategies, which are targeted to positive education and employment outcomes for youth and are to be implemented over a five-year period. Annual priorities aligned to the strategies will be identified by the Leadership Committee and will become the basis for the development of annual action plans that outline specific, measurable implementation steps. They will specify budgets, numbers to be served, timeframes, and the responsibilities of the lead agency(ies). Yearly FWIS assessments will document progress against annual plans and the system's long-term goals.

1. Develop a Comprehensive Youth Delivery System: A senior management team representing the lead partners will map out and guide efforts to enhance the operation of FWIS. The team's immediate priority is to implement a fully integrated, city-wide case management system as the framework for effective service coordination. The core system developed through YO! Hartford and Hartford Youth Access will be strengthened.
2. Provide System Coordination & Oversight: A full-time project coordinator will oversee all FWIS activity, working closely with the partners and reporting to the mayor and FWIS Leadership Committee. Initial priorities are to link all relevant Hartford programs with FWIS; to strengthen linkages with Hartford Youth and Recreation Services; to connect FWIS efforts with targeted neighborhood strategies underway in Upper Albany, Frog Hollow and South Green; to ensure that FWIS is responsive to employers' needs; to develop annual FWIS action plans; to establish an annual FWIS assessment; and plan for sustaining FWIS over time.
3. Use HartfordConnectssm database for Case Management & Reporting: The Hartford Connects case management system will be expanded to integrate participant information across programs offered by FWIS lead partners and community-based agencies, to coordinate services, to track outcomes, and to define effective strategies. A FWIS case management coordinator will work with partner agencies to accomplish this.
4. Employ Youth Development Practitioners Academy Strategies: The Greater Hartford Youth Development Practitioners Academy will be enhanced, training additional staff employed by the lead FWIS partners and community-based agencies to work effectively with youth and young adults. New curriculum will be implemented to facilitate a common understanding of case management and Hartford Connects. Links to higher education institutions will be expanded to allow graduates to get credit toward college degrees.
5. Provide Summer Youth Employment & Learning Opportunities: Summer youth employment and learning opportunities will be increased through partnerships and increased funding. Operations will be streamlined and summer activities will be integrated into a year-round, comprehensive learning model.
6. Maximize Alternative and Adult Education Strategies: Immediate actions will be taken to raise high school graduation rates. The Diploma Plus and Credit Retrieval programs will be integrated in the Hartford Public Schools' Alternative Education program and will be expanded to serve more youth.

Tools to assess literacy and curricula to improve literacy will be implemented. Youth will be enrolled in the new Hartford Job Corps Academy.

7. Strengthen Dual-Customer & Sector-Based Training: New industry sector-based training initiatives will be implemented, building on successful Hartford projects. These market-driven efforts will target occupations in demand, prepare trainees to meet employer-defined skill standards, and promote long-term career opportunities. These training programs will be for older youth who have completed high school or will soon earn diplomas/GEDs.

8. Increase Dual-Customer & School-to-Career Programs: Hartford's school-to-career efforts will be expanded and priority will be placed on the Public Service Academy at Weaver High School¹⁵. More employers will be recruited to participate in school-to-career efforts, increasing the number of internships and job opportunities available. An information clearinghouse on internships and work options will be developed. In-school and out-of-school youth will receive job readiness training, be placed in jobs or internships, and get ongoing support services.

9. Improve Employment Opportunities and Skill Development for Justice-Involved Youth: Coordinated employment-related and youth development services will be targeted to youth who are involved, or in danger of becoming involved, with the judicial system. Pilot programs will be implemented for youthful offenders and youth identified by service partners as in need of high-intensity intervention. Employers will be engaged to expand opportunities for youth to gain workplace experience.

10. Develop College Preparation Strategies for Older Youth: FWIS efforts will be coordinated with the work of the Mayor's Blue Ribbon Commission on Higher Education to increase college enrollment of Hartford youth by 25 percent. Hartford Connects will be updated to follow youth through their college years.

¹⁵ The academy has four employment strands: Fire, Police, Public Service and Law. There are approximately 375 9th to 12th grade students registered for the Academy.

Attachment D

Short- and Long-Term Actions

There are nearly 40 short- and long-term actions associated with the ten Future Workforce Investment System strategies. These actions are identified below:

1. Comprehensive Youth Delivery System & Strategies

1. Strengthen and sustain the core youth investment system framework developed through the five years of U.S. Department of Labor Youth Opportunity Grant funding.
2. Implement the FWIS youth investment framework at key facilities throughout the city.
3. Maintain and enhance the intra-system work team (FWIS Project Management Team) of core partners to implement the FWIS operational plan and recommend policy to the FWIS Leadership Committee.
4. Create an integrated, citywide case management team composed of key City, Hartford Public Schools, Capital Workforce Partners, Youth Opportunity Grant and service partners who have signed the FWIS Memorandum of Understanding (MOU)¹⁶.
5. Undertake an assessment of the quality of program services provided by FWIS service partners using as tool such as the nationally recognized PEPNet assessment of youth employment and training programs.

2. Hartford Future Workforce Coordination & Oversight

1. Provide oversight and implement FWIS strategies through the FWIS Coordinator who is accountable to the Mayor and the FWIS Leadership Committee.
2. Identify youth development outcomes, develop a yearly FWIS action plan specifying priorities, budgets, numbers to be served, timeframes and lead agency(ies) responsibilities, and establish an annual Hartford Report Card on the Future Workforce.
3. Link youth employment strategies to the targeted neighborhood approach in the Upper Albany and Frog Hollow/South Green in order to bring employment and other service needs together.
4. Identifying, assess and align existing youth serving programs to FWIS.
5. Maintain and strengthen Youth Recreational/Sports Services as a catalyst to connect young people to the larger FWIS system.

3. Hartford Connects to Support Integrated Case Management & Reporting

1. Expand the use of Hartford Connects through the execution of MOUs with FWIS-eligible, youth-serving organizations stipulating the use of the Hartford Connects system to monitor and report outcomes.
2. Promote the use of Hartford Connects as the mechanism used by all entities serving Hartford youth ages of 14 -24.
3. Complete customized technical development for all Hartford Connects system users including policies on user security, confidentiality, information sharing and the release of information.
4. Provide training and ongoing support for system users.
5. Provide performance and outcome reports using Hartford Connects.
6. Ensure sustainability of Hartford Connects.

¹⁶ See Appendix D of the full report for a copy of the FWIS Memorandum of Understanding.

4. Youth Development Practitioners' Academy Strategies

1. Complete a business and development plan for the Greater Hartford Youth Development Practitioners' Academy (GHYDPA) including governance and leadership structure, pricing and marketing tools.
2. Develop new curriculum and training to facilitate a common understanding of case management and provide basic training on the Hartford Connects system.
3. Recruit and enroll FWIS service partners in the GHYDPA.
4. Expand linkages to higher education institutions to allow graduates to transfer credits earned through the Academy toward a college degree.

5. Summer Youth Employment & Learning Opportunities

1. Increase summer youth employment and year-long learning opportunities through partnerships with private and public entities.
2. Increase the number of youth receiving job readiness skills, and receiving unsubsidized job internships and experiences.
3. Increase public and private funding for the Summer Youth Employment and Learning Program.

6. Alternative Education & Diploma Plus Model Strategy

1. Expand and institutionalize alternative education models with proven success, such as Diploma Plus and Credit Retrieval.
2. Develop new assessment tools for low-literacy youth and young adults.
3. Develop and implement a new curriculum to improve literacy.
4. Link youth to Job Corps.

7. Strengthen Dual-Customer & Increase Sector Based Training

1. Expand present dual-customer/sector-based training programs such as the Hartford Jobs Funnel (formerly known as the Hartford Construction Jobs Initiative), Our Piece of the Pie's work with area employers such as United Parcel Services and the Urban League's Pharmacy Tech program to additional labor market indicator (LMI) growth sectors.
2. Ensure the integration of internships and dual-customer/sector-based training opportunities into year-round opportunities for youth.

8. Strengthen Dual-Customer & Increase School-to-Career Programs

1. In partnership with the Hartford Public Schools, develop a clearinghouse of private/public sector internships and subsidized/unsubsidized job opportunities for Hartford youth between the ages of 14 to 24.
2. In partnership with the Hartford Public Schools, recruit new employers and implement additional school-to-career slots through occupational training programs linked to unsubsidized jobs providing additional opportunities.
3. In partnership with the Hartford Public Schools, strengthen the connection between school-to-career efforts and the Public Service Academy at Weaver High School
4. Provide job readiness training, placement and support services for young people, both in and out-of-school.

9. Justice-Involved Youth Employment/Skill Development

1. Enhance youth development programs and employment related services for youth involved in, or in danger of becoming involved in, the judicial system.
2. Implement pilot programs to provide education, employment, support services and reconnection to the community for youthful offenders and youth identified as being in need of high intensity intervention.
3. Implement a targeted employer engagement strategy to increase employment opportunities for offenders between the ages of 14 to 24.

10. Older Youth Strategies & College-Bound/College Preparation

1. In collaboration with the implementation of the Mayor's Blue Ribbon Commission on Higher Education and the Hartford Public Schools, increase economic opportunity for Hartford residents.
2. Promote the use of the Hartford Connects database to follow youth through their college years.

Attachment E

HartfordConnects, Tracking and Performance Monitoring

*HartfordConnects*sm is a real-time, comprehensive, Internet-based program management system with data, case management and full outcomes reporting capabilities. The system was developed by Capital Workforce Partners in conjunction with, and funded by the U.S. Department of Labor for Hartford's Youth Opportunity Grant, YO! Hartford. Today, with funding from the Hartford Foundation for Public Giving, its use is being expanded. *HartfordConnects*sm currently supports YO! Hartford, FWIS and its growing service partners, all of Capital Workforce Partner's programs and a number of other organizations in the Hartford area, as well as out-of-state agencies. In addition, the system is linked to the Connecticut Workforce Investment Act (WIA) Business System; the state's tracking system for WIA participants.

The system provides a secure interface with the Hartford Public Schools' SASI system. This connection allows personnel with the appropriate security clearance and user rights to information such as student demographics, school history (i.e. which schools youth attended and for what years); current schedules, attendance and grades.

*HartfordConnects*sm is the platform through which Future Workforce Investment System and its partners' communicate. Secure access to all information on youth is dependent upon the youth's parent or guardian authorizing the sharing of information along with the entity gathering the data. The system provides:

- A single, integrated case management database;
- Real-time information and tracking of youth enrolled with a variety of programs;
- Improved coordination of services for youth;
- Has the ability to generate a wide variety of management reports to manage programs and improve areas of weakness;
- Is able to capture data for all programs;
- Allow partners to access data based on security clearances;
- Allows access via the Internet 24 hours a day, 7 days a week;
- Allows multiple users to support an individuals' development plan;
- Tracks common outcomes; and
- Provides a range of information about youth in order to identify issues and trends that support the development of programs to meet real needs.