



Youth-Focused Collaboratives in Hartford, CT: CURRENT STATUS AND FUTURE POTENTIAL

2022 Research Report by Fio Partners, LLC

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CHAPTER 1: Introduction

Our Why:

A Letter from Hartford Public Schools (HPS) Superintendent Leslie Torres-Rodriguez



Our students at HPS are beautiful and capable, and they must all have access to the opportunities they need and deserve. We have a collective responsibility for the success of the whole student. Such success extends beyond the school hours and walls.

AT HPS we have been focused on leveraging ESSER/ARP funds in order to implement strategic priorities to address the structural challenges that were exposed and exacerbated by the pandemic. We acknowledge that efforts to accelerate progress will extend beyond the pandemic relief funds timeline (2024).

With this project we aimed to learn more about the current local ecosystem of supports available to young people, and the opportunity to leverage collective and coordinated resources and action in the future.

Leslie Torres-Rodriguez, Ed.D

Superintendent
Hartford Public Schools

Our Approach to the Research

This research initiative was designed by Hartford Public Schools and Fio Partners LLC, a social sector management consultancy, to address the following questions:

- 1 What is the current landscape of collaborations/ collaborative efforts in Hartford related to youth education, youth development, and youth wellness, and what are unmet needs in those areas?
- 2 What have other comparable communities done to collaborate in the youth development and/or education space? What are key lessons learned from their work, and trends/key lessons from the field?
- 3 What should Hartford stakeholders focused on youth do going forward to address unmet needs and working better together through collaborative initiatives?

To answer these questions, Fio Partners partnered with Nuchette Black-Burke and Michelle Szykowitz in the Hartford Public Schools' Office of Family and Community Partnerships to design the research approach and coordinate the project. Fio Partners conducted individual interviews and an online survey with Hartford leaders representing multiple sectors and institutions that are active in youth-focused collaboratives. Hartford Public Schools administration identified the individuals to engage.

The Travelers Foundation provided funding support for this research.

Our Approach to the Research

STUDY LIMITATIONS

It is important to acknowledge that this research did not engage youth directly for their opinions. We recommend that youth and community voice be included in the future design and execution of collaborative work affecting youth.

Additionally, while many of the institutional leaders in Hartford most engaged with youth-focused collaborative work were interviewed, the interview process was representative, not all-encompassing. In total, 21 individuals were interviewed and another 14 responded to the survey, out of 32 who received it.

During this research, it came to light that other evaluations to assess and improve collaborative work in Hartford have been initiated by key institutions. Capitol Workforce Partners, the City of Hartford and United Way of Central and Northeastern Connecticut are co-teaming on a research effort to improve the coordination of Career Navigation activities across multiple projects serving youth and young adults between 14 to 29 years of age in Hartford. The Hartford Opportunity Youth Collaborative is starting a consultant-led assessment of its work.

Finally, there is no consistent, publicly available data on the funding and spending across these collaboratives, which limits insight on how much the community is investing and how the funds are being spent.

HARTFORD LEADERS INTERVIEWED FOR THIS STUDY

Capital Workforce Partners

Jim Boucher, *Chief Strategy Officer*

Morgan Wilderman, *Work-based Learning Coordinator*

City of Hartford

Kim Oliver, *Former Director of the Department of Families, Youth, Children and Recreation*

Thea Montanez, *Chief Operating Officer*

Compass Youth Collaborative

Jackie Santiago, *Chief Executive Officer*

Connecticut Children's Medical Center

Paul Dworkin, *Executive Vice President for Community Child Health*

Connecticut State Legislature

Saud Anwar, *State Senator, co-chair of Children's Committee*

Fund for Greater Hartford

Kim Russo, *Executive Director*

Habitat for Humanity Northcentral Connecticut

Karraine Moody, *Chief Executive Officer*

Hartford Data Collaborative (CT Data Collaborative)

Kate Bittinger Eikel, *Data Integration Strategist*

Hartford Foundation for Public Giving

Joel Hicks-Rivera, *Senior Community Impact Officer*

Hartford Public Schools

Nuchette Black-Burke, *Chief of Outreach, Family and Community Partnerships, Office of Family and Community Partnerships*

Michelle Szykowitz, *Community Partnerships Manager Office of Family and Community Partnerships*

Hartford Youth Scholars

Anthony Byers, *Executive Director*

The Travelers Foundation

Erin Haberman, *Assistant Vice President*

The Village for Families and Children

Hector Glynn, *Chief Operating Officer*

United Way of Central and Northeastern Connecticut

Jennifer Gifford, *Senior Vice President*

Urban Hope Refuge Church

Pastor A.J. Johnson, *Senior Pastor*

Urban League

David Hopkins, *Chief Executive Officer*

YWCA Hartford

Adrienne Cochrane, *Chief Executive Officer*

Donna Sodipo, *Chief Program Officer*

Online research was also conducted on leading practices for collaboratives, on 18 Hartford-based youth collaboratives, and on collaborative efforts in three other comparable metropolitan areas.

CHAPTER 2:

Defining the Value, Characteristics, and Enablers of Collaborative Work

Why Work through Collaboratives?

THE SPECTRUM OF COORDINATED EFFORTS



COORDINATION

Most common and least complex approach where organizations become aware of each other's efforts, refer to one another, avoid duplication

COLLABORATION

Numerous models of engagement that typically involve more complex work, more organizations, more exchange or distribution of resources, more staff coordination. May require written agreements.

CONSOLIDATION

Alters the legal linkages between organization, may require changes to by-laws, longer-term agreements, more complex higher degree of risk and cost

There is an overall consensus in the literature and the field that collective approaches can yield better results than working alone when seeking systemic improvements to societal challenges.

Local community groups and residents have worked collaboratively for decades, even centuries. In more recent history, there has been increasing recognition and support for collaborative models that seek not only to help individuals but also to influence systems and address the root causes of generational poverty, poor educational performance, and other social ills.¹ These social challenges have grown so complex and intertwined that no one organization or institution can tackle them.² In this context, many versions of partnerships and collaborative efforts in the social sectors have formed over the years.

There are innumerable ways organizations can come together for shared, coordinated action. In the social sector, multiple terms are often used interchangeably, from collaboration to collective impact to partnership and more. Joint efforts among organizations can also vary in how they are structured and how they engage—from looser, coordinated efforts among players; through structured collaboratives featuring more players, more complex work, and more shared initiatives; and to formal linkages or consolidation among players.³

While each iteration is different and can have greater or lesser success, the underlying premise remains the same: communities can accomplish more together than separately. Multiple players must be involved to identify root cause issues and change systems involving multiple institutions

and intractable challenges in a specific geographic region.⁴

Collaborative work creates opportunities for alignment of existing work, from direct services and programs to other efforts focused on specific target populations, specific neighborhoods, or multiple focal areas. Taking a broad, community-wide approach can enable organizations to work together—and not compete with one another—for funding, service areas, and so on.⁵

Collaborative work also fosters cross-pollinating ideas and breaking down traditional silos as stakeholders develop a shared vision and common agenda. It creates space for multiple voices and perspectives to lead, inform, and collectively push for solutions.⁶

The Many Possible Characteristics of Collaboratives

Many factors, including those highlighted below, influence the structure and approach organizations may take when they decide to align their efforts to tackle a complex issue. Collaborative efforts can have various goals and desired impacts, and what is considered a “success” may differ for each effort.

THE CONTEXT AND THE WORK

The Origin Story

Who or what is initiating the project? Is it driven by the community, by funders, or by the participating organizations themselves?

The Work / The Focus Areas

Is the initiative focused on a single issue, target population, or target geography, or is it a broad-based umbrella with multiple focal areas?

National Model

Is the initiative following a national model or theory of change, or is it creating a custom approach organically?

Funding Sources

Has the initiative been funded to create resources to launch and sustain it? If so, is there a significant funder(s) who stipulates goals or approaches? Alternatively, is it a coalition of funders aligning themselves to the initiative’s direction? Or is it member organizations providing either financial or in-kind resources?

PARTICIPATION & STRUCTURE

Membership

Who will be at the table? Will it be representatives of civic, nonprofit, philanthropic, and/or

private member organizations? Will it include representatives of target populations, sectors, or community members at large?

Leadership

Is there a formal leadership structure for the effort (e.g., a chair or co-chairs), and who comprises leadership? Is it a member, a leader of a key institution, staff (if the initiative has a standalone organization), or a community member?

Backbone

Has an organization been appointed as the “backbone” to facilitate the initiatives and provide structure and staff? Is a member organization serving as the backbone, or a funder or a non-member organization that can be a “neutral” facilitator?

Staff (to support the collective and its project)

Are paid staff assigned to the collaborative? Are staff employed by the backbone organization, a member agency, or the collaborative itself?

Agreements

Does the initiative have explicit agreements among members or guiding specific projects and project participants?

Sub-Structures

Does the collaborative have a sub-structure of working groups? How do those groups operate? Similar to or different from the broader model?

Decision-Making

How are decisions made within the collaborative? What information and perspectives are considered or consulted before decision-making?

IMPLEMENTATION & LEARNING

Implementing and Monitoring

Is there a structured approach to planning the initiatives’ work and any programming it is pursuing? Is it using planning tools such as, project reporting, or logic models?

Goal Setting and Measurement

Has the initiative set specific and measurable goals for its work and identified data and/or indicators and processes to collect and track data?

Learning from Practice

Does the initiative seek feedback and incorporate learning and evaluation efforts? Does it seek feedback on its efforts from its members, other organizations, or the broader community? Does it seek to learn from field experts or national forums?

Literature Scan Findings: Enablers of Sustainable and Productive Collaboration

Many U.S. communities are pursuing collaborative efforts, providing a valuable opportunity to learn from other models and examples. A literature scan surfaced the following key learnings from the field about the enablers of sustainable and productive collaboration.

To enable sustainable and productive collaboration:

- 1 Strong civic infrastructure is needed to foster connections across institutions.
- 2 A trusted and resourced convener is needed to establish and manage the work.
- 3 Racial equity and diversity must be explicit in the process and the work.
- 4 The community must be included, engaged, and empowered to co-create solutions.
- 5 Key organizations and institutional leaders must be at the table and active.
- 6 Partners must build and maintain trust.
- 7 Data sharing must be part of the work, despite its complexity.
- 8 Collaboratives must evolve as participants, goals, and energy levels change over time.

1 Strong civic infrastructure is needed to foster connections across institutions.

StriveTogether uses the term “civic infrastructure”⁷ to describe the various components necessary for communities to build and sustain collaborative partnerships. In any community, there are long-established institutions—from different levels of government agencies (county, municipal, and state) to school districts, community colleges, universities, nonprofit organizations, chambers of commerce, and so forth. Building civic infrastructure means focusing on how these institutions interact with one another and the community with intentionality, creating and maintaining the means for interactions that enable change efforts to occur.

2 A trusted and resourced convener is needed to establish and manage the work.

Collaboratives with multiple partners need coordination, even when strong civic infrastructure exists. Typically, coordination work is done by a convening agency, often called the “backbone” or “anchor institution.” Whatever the term used, this entity needs to be respected, credible, and generally seen as neutral (or, not viewed as taking sides amongst competing institutional agendas).⁸

The field research revealed that the local school district is often not the convening agency. Experts even advised against this as school districts are typically not seen as neutral. While the district must be a committed, engaged, and active partner, it does not need to be the convening institution.⁹

3 Racial equity and diversity must be explicit in the process and the work.

Collaborations and community change efforts have long sought to center community voice and focus on racial equity.¹⁰ However, only recently, and particularly since the murder of George Floyd, has the importance of making racial equity explicit received national attention.¹¹ This focus will continue to be a significant trend in education funding.¹²

4 The community must be included, engaged, and empowered to co-create solutions.

Previously, collaboration models often only included top institutional leaders, particularly as decision-makers. The field increasingly recognizes that this approach perpetuates the same systemic disenfranchisement it seeks to change, and that the community members most affected by the issues at hand must lead efforts to effect longer-lasting change.¹³

5 Key organizations and institutional leaders must be at the table and active.

For any collaboration to be successful, institutional leaders must be willing to work together and participate actively, including contributing to activities and making changes at their institutions. Field research shows that collaborative efforts rarely succeed if senior leadership is not on board.¹⁴

Literature Scan Findings: Enablers of Sustainable and Productive Collaboration

6 Partners must build and maintain trust.

Trust enables willingness to collaborate and contribute to one another's work, rather than protect 'territories' or have competing agendas. Trust allows the collaborative partners to take on more risk and to be bolder together because they are not operating alone.¹⁵

7 Data sharing must be part of the work, despite its complexity.

Data plays a crucial role in collaborative efforts because of the many ways it can be used. Successful collaboratives use data to make strategic decisions, set goals and monitor progress, identify community-level indicators, understand where interventions might best

be targeted, surface any insights around what's working or not within the education system, and hold themselves and others publicly accountable. Therefore, data sharing across participating institutions is critical to the collaborative's ability to function effectively.¹⁶

Protecting Privacy: It is important to note that the data sharing is typically school- and grade-level data, not individual student data. Collaboratives that track student data do so following the Family Educational Rights and Privacy Act (FERPA), the federal law that protects the privacy of students' personal information.

The inability to agree on data sharing is a common hurdle for these efforts, despite the field moving towards more and more transparency and providing open data to the public.¹⁷ There is no one

answer for which institution(s) should be in charge of the data or what should be measured. There is, however, a continued and growing commitment to being as transparent as possible and sharing data openly. In terms of data collection, there is also a growing commitment to use existing data and not burden community members with over-collection.¹⁸

8 Collaboratives must evolve as goals, participants, and energy levels change over time.

These entities and initiatives are not static; there will be more than one strategy or initiative over time. There are natural cycles to these efforts—people move in and out of roles, current events change the context, goals are met or not met, etc. The ability to understand and recognize that these life cycles are normal, and to plan for them, will allow an effort to be responsive to changes in community needs and the corresponding changes to strategy and programmatic selection.¹⁹

Considerations for Collaborative Structure

Field experience and the proliferation of collaborative models highlights the reality that not all models will work in all contexts. This should inspire leaders to initiate and customize collaborative structures to address the local context and desired impact. At the outset of a collaborative effort, how to structure the effort is the most important decision organizations considering working together can make.

A paradigm often used in job design provides helpful insight here. There are three basic ways to work together: "pooled" or parallel independent efforts; "sequential" work that passes from one player or team to the next; and interactive "reciprocal" work, where highly interdependent teams collaborate and communicate continuously to produce a shared work product. *Appendix B describes and illustrates the three models.*

Linking the Context to Your Experience:

How do the emerging trends resonate with your recent experience as a leader engaging in collaborative efforts?

Which of the elements noted above have you seen be most impactful to supporting collaborative efforts?

CHAPTER 3:

Examining the Current Landscape of Youth-Focused Collaboratives in Hartford

Overview: Mapping the Collaboratives



A primary task of this project was to create visibility and common understanding of the current landscape of collaborative efforts related to youth education, youth development, and youth wellness.

Interviews with leaders involved in youth-focused collaboration revealed that no overview exists, and no institution has visibility to all the collaborative efforts in the city. This project set out to fill that gap and provide both an overview and details on each of the 18 initiatives that met the project's definition of youth-focused collaborative (shared below).

To make this list as comprehensive and accurate as possible, leaders of key institutions reviewed the draft collaborative descriptions. Despite that, it is possible that initiatives have been missed or descriptions are incomplete.

DEFINING YOUTH-FOCUSED COLLABORATIVES FOR THIS PROJECT

For this research effort, youth-focused collaboratives have been defined as structured, ongoing engagements of four or more organizations that were established to address a specific need in the community or topic related to youth 18 or younger.

Typically, these collaborative groups have a degree of formality and structure, including common goals and a shared agenda, clear membership, administrative support, ongoing meeting schedules, etc.

While there are many examples of 2-3 organizations working together on a specific program or problem, the research is focused on the larger, more formal engagements taking place among organizations in Hartford and the Capitol region to address pivotal challenges and opportunities for our youth.

Summary Dashboard of Youth-Focused Collaboratives in Hartford

Detailed profiles of each collaborative listed below. You can also click the name of each collaborative to jump to its listing. The collaboratives are listed in approximate age sequence, from those addressing the youngest children first. Those addressing a specialized target (e.g., youth sector, topic, geography) follow those that are more general.

Collaborative	Goal	Target Age	Target Detail	Status / Period	Funding Source	Backbone Organization
1 Mayor’s Cabinet for Young Children	Early learning and school readiness	0-8	Preschool to grade-school children citywide	Active 2005 - present	Local	City of Hartford
2 Hartford Campaign for Grade-Level Reading	Grade-level reading competency	3-9	Grade-school children citywide	In Transition 2012 - present	Local	United Way of Central and Northeastern CT
3 Hartford Partnership for School Success	Improve academic achievement through coordinated services	5-16	Students at seven community schools (6 K-8, 1 6-10)	Inactive 2007 - 2021	Local	Hartford Foundation for Public Giving
4 Hartford Youth Sports Collaborative	Quality and accessible sports and recreation programs	5-18	School-aged children citywide	Active 2014 - present	Local	Active City
5 North Hartford Triple Aim Collaborative	Improve family health and well-being	All ages	Children and adults in North Hartford Promise Zone	Active 2017 - present	Local and National	United Way of Central and Northeastern CT
6 North Hartford Ascend Pipeline	Improve children’s academic & developmental outcomes and long-term well-being.	0-18	Children in North Hartford Promise Zone	Active 2022-present	Local and National	Connecticut Children’s Medical Center
7 All-in! Coalition	Increase post-secondary education completion.	Teens-Young Adult	College-prep high-school students/ enrolled college students citywide	In transition 2016-present	Local and National	Achieve Hartford
8 Hartford Working Cities	Enable quality employment for young adults and engage employers.	16-29	Originally in South End neighborhoods, recently expanded to North End neighborhoods.	In transition 2018-present	Local and National	United Way of Central and Northeastern CT
9 Hartford Generation Work	Provide young adults with demand-driven workforce development and positive youth development.	Teens-Young Adult	Young adults 18-29 preparing for work citywide	Inactive 2016-2021	National	United Way of Central and Northeastern CT
10 Work-Based Learning Network	Ready high schoolers for post-secondary success.	Teens-Young Adult	In-school high school students citywide	Active 2018-present	Local and National	Capitol Workforce Partners (with support from Achieve Hartford)

Summary Dashboard of Youth-Focused Collaboratives in Hartford

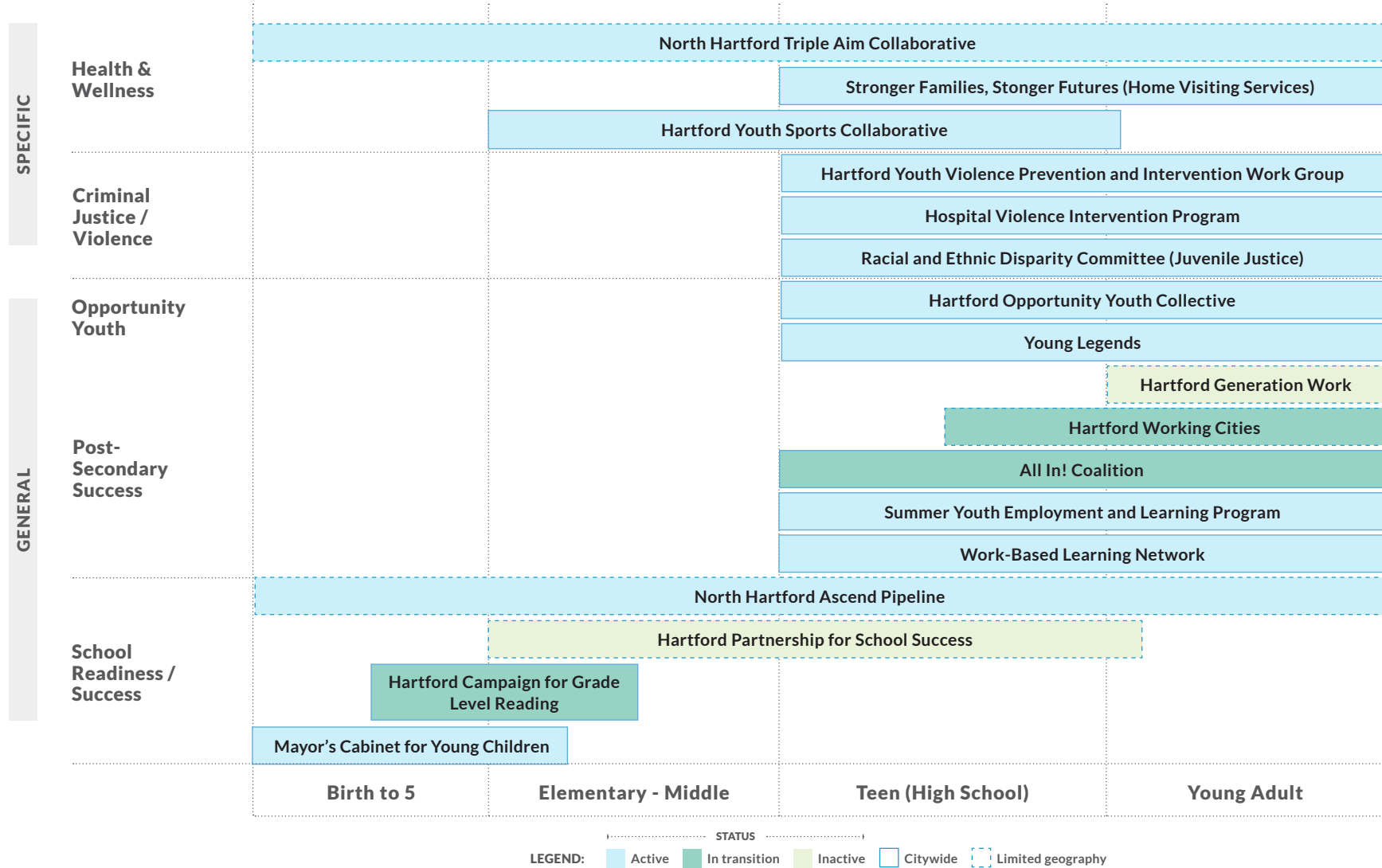
Detailed profiles are in Appendix A. You can also click the name of each collaborative to jump to its listing. The collaboratives are listed in approximate age sequence, from those addressing the youngest children first. Those addressing a specialized target (e.g., youth sector, topic, geography) follow those that are more general.

Collaborative	Goal	Target Age	Target Detail	Status / Period	Funding Source	Backbone Organization
11 Summer Youth Employment & Learning Program	Boost graduation rates and college enrollment and provide work skills.	14-21	Teens & Young Adults citywide	Active 2002-now	Local	CWP
12 Hartford Opportunity Youth Collaborative	Post-secondary education/ training credentials and employment support for Opportunity Youth.	Teens-Young Adult	Opportunity Youth (disconnected from education and employment or at risk of it) citywide	Active 2013-present	Local and National	Capitol Workforce Partners
13 Young Legends	Empower youth and provide leadership training and development.	Teens-Young Adult	Opportunity Youth citywide	Active 2018-present	Local	United Way of Central and Northeastern CT
14 Hartford Data Collaborative	Shared data platform and data support for youth collaboratives.	All Ages	All ages citywide	Active 2019-present	Local and National	CT Data Collaborative
15 Racial & Ethnic Disparity Committee	Track and reform disproportionate involvement of youth of color in juvenile justice system	Teens-Young Adult	Youth of color involved in the juvenile justice system citywide	Active 2011-present	Local	Center for Children's Advocacy
16 Hospital-Based Violence Intervention Program	Improve lives of youth involved in serious violence.	Teens-Young Adult	Youth involved in serious violence (i.e., shooting or stabbing) citywide	Active 2021-present	Local	City of Hartford
17 Hartford Youth Violence Prevention and Intervention Work Group	Improve lives of youth involved in serious violence.	Teens-Young Adult	Youth involved in incidents of serious violence	N/A	Local	City of Hartford
18 Stronger Families, Stronger Futures	Home-visiting services to improve outcomes for children 0-5 and their families	0-5	Young parents & their children regionally	Active 2021-present	Local	The Village for Families & Children

Mapping the Collaboratives

FOCUS AREAS:

Mapping all the initiatives in two dimensions (with age on the X axis and subject matter on the Y axis) visualizes the disparities in focus on initiatives targeting older youth vs. younger children.



Digging Deeper: Analyzing Origins, Composition, Status, and Areas of Focus

Analyzing the 18 youth-focused collaboratives identified in the research highlights several trends in Hartford and potential gaps to address.

THE ORIGIN STORY

As with collaboratives nationwide, those in Hartford have varied origin stories, funding models, and theories of change. The origins of collaborative work in Hartford include:

Local organizing

Local institutions either sought partnership and financial support from local funders or pursued grants from a national funder whose focal areas or theory of change aligned to the intended work. In other cases, local institutions joined together to leverage available state or federal funding, serving as the designated local entity to fulfill state or federal grants.

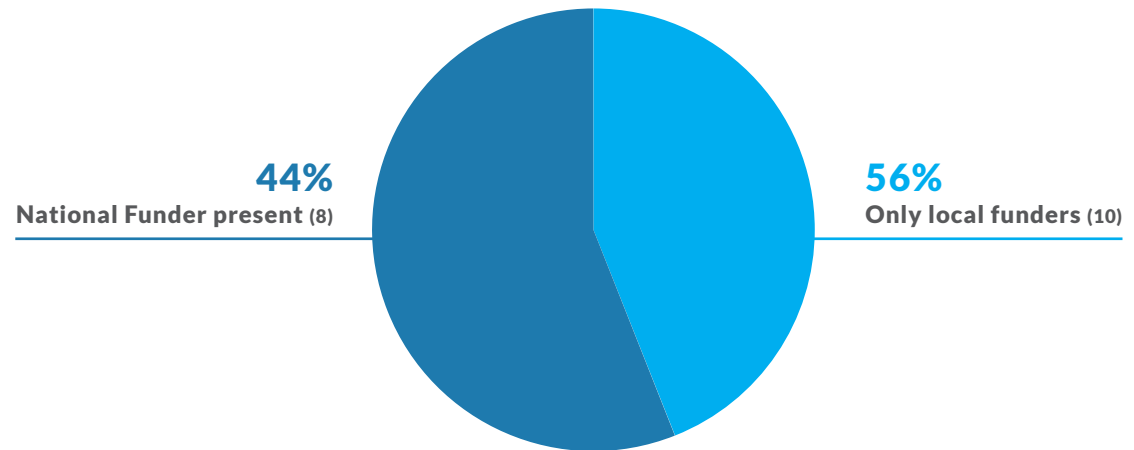
Testing ground

National funders seeking to pilot or implement a theory of change selected Hartford as a location for their work.

Spin off

An existing collaborative formed a separate initiative to work on a distinct, but often related, topic.

National Funder Investment N=18



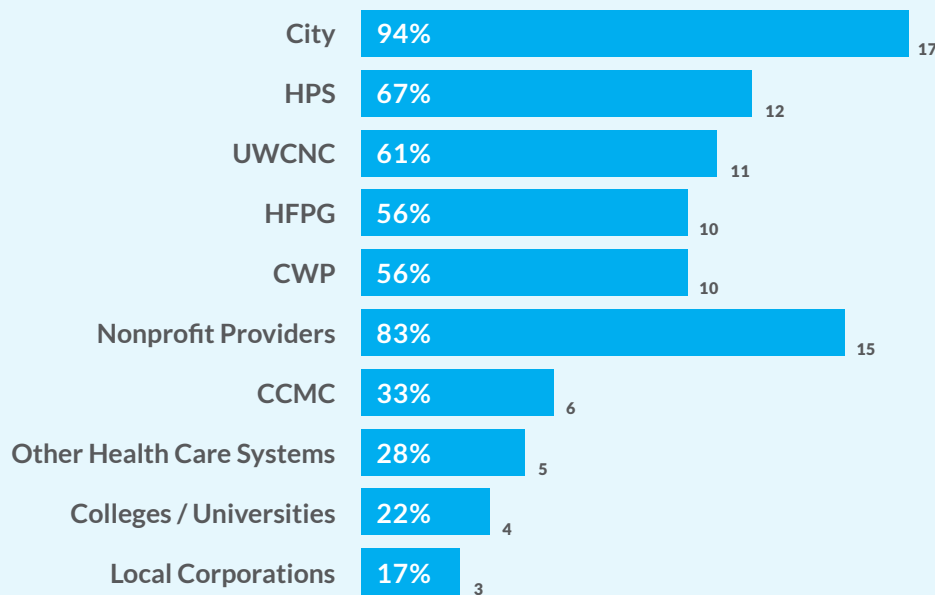
Nearly half (44%) of the identified youth-focused collaboratives include a national funder from outside the Capitol region. The remainder are funded by one or more local institutions, including community and corporate foundations, the state and city, and nonprofits that contribute funding or staff resources.

The Hartford Foundation for Public Giving (HFPG), the City of Hartford, the State of Connecticut, and United Way of Central and Northeastern Connecticut (UWCNC) are the leading local funders of youth-focused collaborative work. Other funders include local philanthropic foundations (e.g., the Fund for Greater Hartford, H.A. Vance Foundation) and major local corporations and their foundations (e.g., Travelers, The Hartford, Lincoln Financial).

Digging Deeper: Analyzing Origins, Composition, Status, and Areas of Focus

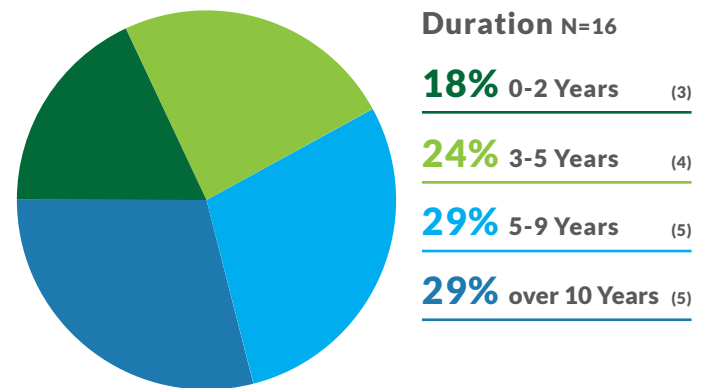
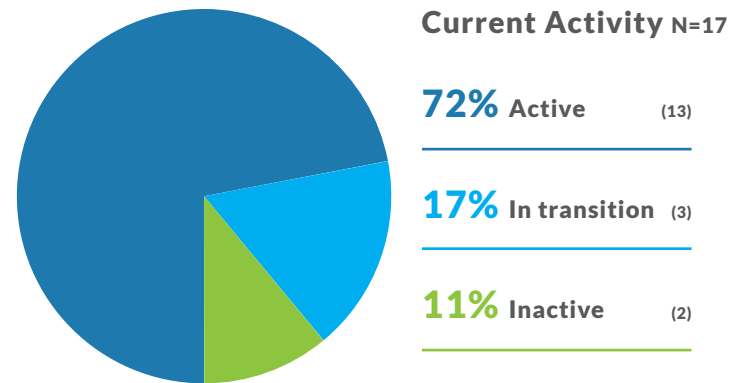
MEMBERSHIP & LEADERSHIP

Participation across these collaboratives includes a broad representation of the city and region’s institutions from the civic, philanthropic, nonprofit, educational, corporate, and healthcare sectors. However, a small group of institutions and leaders comprise a core of Hartford’s collaborative work and sit at many of these collaborative “tables.” The City of Hartford (City), Hartford Public Schools (HPS), UWCNC, HFPG, and Capitol Workforce Partners (CWP) each participate in at least half of the initiatives, with the City in nearly all. More than four of five groups also include nonprofit organizations. Finally, United Way serves as the “backbone” support for five collaboratives, while CWP and the City each support three initiatives.



ACTIVITY STATUS & LONGEVITY

Thirteen of the 18 identified collaboratives remain active, two are no longer meeting, and another three are in transition (e.g., revitalizing or shifting their work or dissolving). Of the active collaboratives, half have been in operation for under five years, and the other half for five or more years.



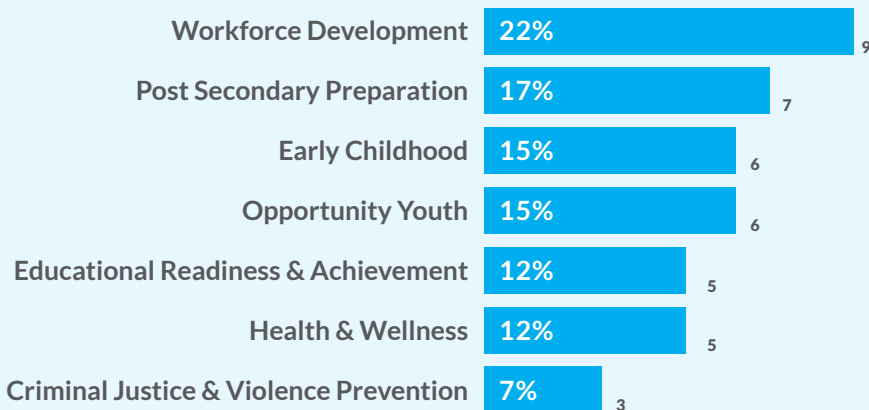
Digging Deeper: Analyzing Origins, Composition, Status, and Areas of Focus

AREAS OF FOCUS

Analysis of the collaboratives finds that the groups' work most heavily concentrated on transitioning teens and young adults to post-secondary pursuits through workforce development and post-secondary preparation or readiness. Together, those topics comprised more than 40% of the collaboratives' focus areas. Of the collaboratives that have launched since 2017, all but two focus on teens and young adults.

Educational achievement for grade-school and middle-school children comprised 12% of the work, and early childhood 15%. Consistent with these focal areas, half of the collaboratives target teens and young adults, compared to 28% focused on grade- and middle-school children and 21% focused on children 0-5 years old. The two collaboratives formed since 2017 that are focused on all ages of youth are concentrated in the North Hartford Promise Zone.

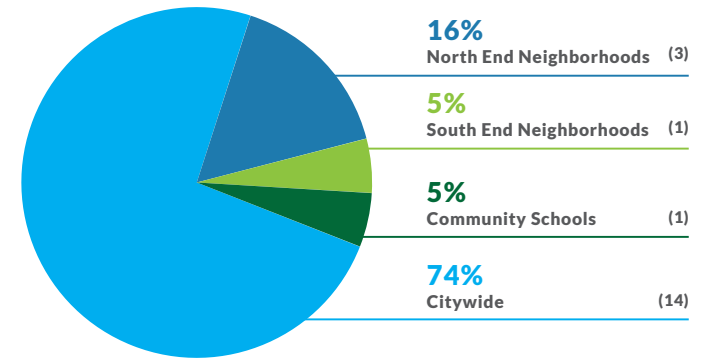
Distribution of Focus Areas N=41*



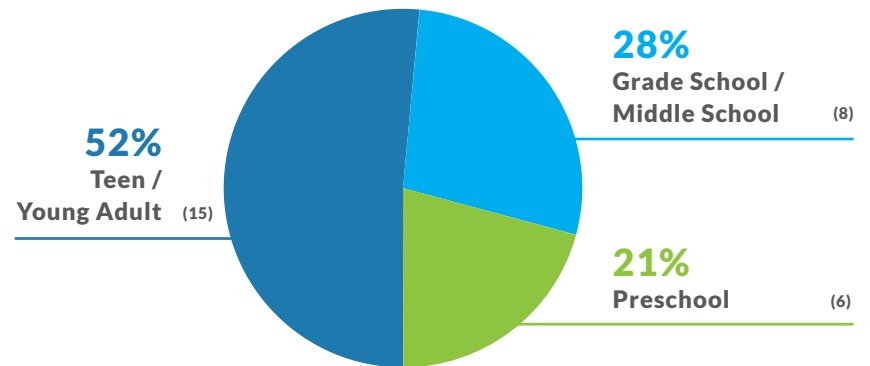
* Projects cover multiple focus areas

GEOGRAPHIC AREAS:

While three-quarters of the collaboratives focus on youth throughout the City of Hartford, two initiatives focus only on the North End Promise Zone neighborhoods, while another focuses both on those areas and South End neighborhoods.



Age Target N=27*



Digging Deeper: Analyzing Origins, Composition, Status, and Areas of Focus

THE UNMET NEEDS OF HARTFORD'S YOUTH: What Do Leaders See?

Through individual interviews and an online survey, local leaders provided input on the most important unmet needs of Hartford's youth. Survey participants were also asked whether creating a new collaborative initiative to address each topic would be helpful and impactful, or if issues should be addressed using existing collaboratives.

Youth mental health stood out as the most important unaddressed need across the two groups of respondents (24%), followed by violence and violence prevention (13%). The remaining categories (see chart) each had a response rate of less than 10%.

Respondents highlighted other topics as well, including enrichment, mentorship, other opportunities for youth, as well as alternative educational and career pathways, including youth-led initiatives.

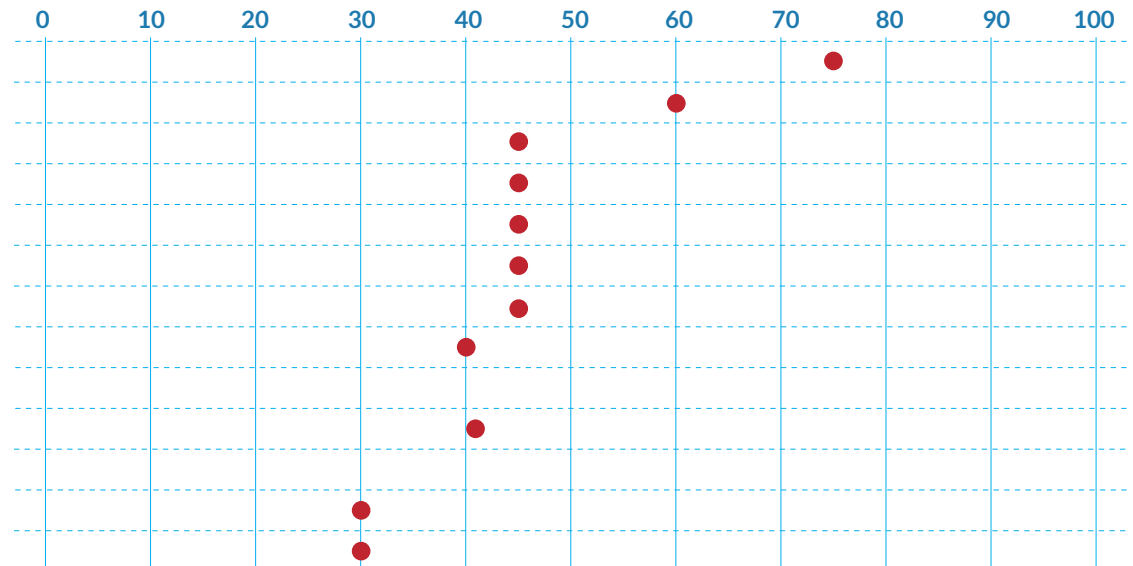
Linking the Research to Your Experience:

How does the input on unmet needs align with or differ from your own perception of needs?

Are there initiatives already underway in Hartford to address these unmet needs that should be taken into consideration before considering new initiatives?

Critical Unmet Needs ⁹	
24%	Youth Mental Health
13%	Violence and Violence Prevention
9%	Work Career Readiness
9%	Systemic Poverty
9%	Pandemic-related Social emotional Losses
7%	Chronic School Absenteeism
6%	Pandemic-related Academic Losses
6%	Bullying / Social Media
6%	Housing and Homelessness
4%	Structural Racism
4%	College Access and Success
2%	Gender Identity / Sexual Orientation (LGBTQIA+)
2%	Food Insecurity

Suitability of Topic for Future Collaborative Effort



● Percent of respondents agreeing topic is highly suited for new collaborative approach

CHAPTER 4:

Leader Feedback on Enablers & Obstacles to Collaboration in Hartford and Aspirations for Future Work

Introduction



During both individual interviews and an online survey, leaders in Hartford reflected on the factors that support effective, impactful, and sustainable collaborative work in the city and those that create barriers.

The leaders interviewed also identified ways to improve coordination among current collaboratives and the conditions required for making future collaborative work more successful.

Leaders in Hartford demonstrated a deep and strong understanding of the benefits of collaborative work and the best practices that enable and sustain it. Many of the enablers they cited as important locally align with the national key learnings cited in Chapter 2.

Leaders were equally clear—and in some cases even more passionate—about obstacles that derailed some collaborations in Hartford or made successful and sustained work difficult to achieve.

Not surprisingly, obstacles mirror the enablers (e.g., a lack of trust versus an environment of high trust and transparency). The list of obstacles was longer than the list of enablers, reflecting a lengthy and challenging history of collaborative efforts in Hartford. While some of the obstacles shared are universal to collective action work, others are more unique to what has occurred historically in Hartford.

ENABLERS AND OBSTACLES TO COLLABORATIVE WORK IN HARTFORD

broadly fall into the categories of:

- 1 Alignment and Accountability
- 2 Trust and Good Will
- 3 Resources and Support

For both enablers and obstacles, the themes below were prioritized based on the frequency of mentions among Hartford leaders through the interviews and the survey.

Enablers of Successful Collaboration in Hartford

1 Alignment and Accountability

ENABLERS	DESCRIPTION (from Interviews)
<p>Clear and specific goals developed and shared by members</p>	<p>Collaboratives are most effective when the vision, goals, measures, and agenda are discussed and agreed upon by the participants. A shared vision of success, a guiding theory of change or logic model, and specific guiding principles are essential to productive collective action.</p> <p>To be helpful, the goals must be targeted enough – not too broad – and reflect a focus, whether that be a population, specific and tangible outcomes, or specific actions. Finding the right balance between over-complicating a group's mandate or goals and oversimplifying them is an ongoing challenge. Commitment to the collaborative can also strengthen when members see the connection in the collaborative's work to their organization's goals or activities.</p>
<p>Aligned and engaged with Hartford Public Schools</p>	<p>Youth-focused collaborative efforts in Hartford benefit from strong engagement from the school district. This can include having clarity on the district's strategic priorities and then aligning the collaborative's work to that agenda. It can also include active and ongoing participation in collaboratives by district leaders and being able to leverage the district's information and student data to help make collaboratives productive and measurement focused.</p>
<p>Leveraging strengths, sharing resources, and building common understanding</p>	<p>Inherent in collective action work is the assumption that multiple organizations working together can achieve more impact by leveraging diverse strengths and sharing resources. Collaboratives create a forum for organizations to build and deepen a common understanding of the issue or target population they are focused on, share and coordinate their work, and elevate awareness of the issue.</p>
<p>Engaging the community</p>	<p>It is important to include the perspectives of those served in the collaborative's work. Community members bring invaluable insights into the realities of their experiences, and their participation helps foster community buy-in to the collaborative's process and activities.</p>
<p>Demonstrating progress</p>	<p>Demonstrating progress in completing projects or achieving outcomes helps sustain the external support for a collaborative and the internal engagement and energy of its members.</p>

Enablers of Successful Collaboration in Hartford

2 Trust and Good Will

ENABLERS	DESCRIPTION (from Interviews)
<p>There is trust, transparency, and clarity of roles among members</p>	<p>Trust and respect among collaborative members and a transparent environment that fosters authentic sharing and discussion of ideas are critical underpinnings to a collaborative’s ability to make progress together. Working together to solve complex and longstanding problems or pursue systems change is difficult work.</p> <p>Relationships based on trust and explicit agreements create safe spaces to discuss concepts, create the foundation to weather conflicts, and enable groups to make progress faster. As Stephen Covey has said in reference to collaboration, “You can’t collaborate with people you don’t trust.” Positive relationships also allow group members to stand together with a single voice against external challenges. Having transparency and stated guidelines on an individual’s or organization’s roles and responsibilities in the collaborative can also avoid misunderstandings and missteps and increase trust among members.</p>

3 Resources and Support

ENABLERS	DESCRIPTION (from Interviews)
<p>Collaborative has sufficient staffing and strong leadership</p>	<p>Having dedicated, neutral staff to support a collaborative is viewed as critical to establishing structure and maintaining momentum. Collaboratives are often staffed through a “backbone” organization that provides dedicated project support, with financial support provided by funders or pooled by the participating organizations. A participating organization or a funder driving the project can also contribute staff. Dedicated staff help organize and structure agendas and meetings, follow-up on agenda items and actions between meetings, and nurture relationships with participants to sustain interest and engagement. That follow-up and engagement can increase individuals’ accountability to the collective’s work.</p> <p>At the same time, strong leadership from collaborative members is also critical to driving the group’s work forward, keeping members engaged and invested, and handling conflicts or challenges that arise.</p>
<p>Funding and funder support</p>	<p>Sufficient funding is critical to making a collaborative productive and sustainable. Funding enables dedicated staffing, as noted above, to support the collaborative’s initiatives. While many of Hartford’s youth-focused collaboratives have one or two key funders, having multiple participating organizations contribute financially can create stronger commitment (“skin in the game”) to the group’s work and progress. Financial support must incorporate the in-kind contribution of staff or leaders in the group, especially for smaller organizations.</p>

Obstacles to Successful Collaboration in Hartford

1 Alignment and Accountability

OBSTACLES	DESCRIPTION (from Interviews)
<p>Goals not sufficiently aligned or shared among members</p>	<p>A lack of jointly established or shared objectives have, at times, led to a lack of trust or cohesiveness among collaborative members. In some cases, goals were set unilaterally by the group’s funder, convener, or dominant institutional players; in others, there was no strong alignment among those at the table. With collaboratives often including a highly diverse membership, desired outcomes and expectations are likely to vary widely. Yet participants need to feel enough commitment and alignment to the work to make a meaningful and sustained contribution.</p>
<p>Goals overlap and efforts are not coordinated</p>	<p>The landscape of Hartford youth collaboratives shows how multiple, separate collaboratives have been launched to address similar target populations or goals, creating the risk of overlap and duplication. For example, in Hartford, the focus on postsecondary success, workforce development, and addressing Opportunity Youth spans multiple initiatives. Each collaborative has its own origin story— with a funder, institution or group seeking to launch a workgroup to address a specific problem, desired outcome, target population, or neighborhood. Yet there is little or no formal visibility or coordination across these efforts, beyond the informal efforts of those sitting at many of these tables. Unlike some cities that have adopted a holistic cradle-to-career collective action approach, in Hartford no entity has full visibility and oversight of the work being done to improve outcomes for the city’s youth.</p>
<p>Direction sought from City Hall, Hartford Public Schools and key corporate partners.</p>	<p>Collaborative participants seek stronger direction of Hartford’s youth-focused agenda from City Hall and Hartford Public Schools leadership. Leaders shared perceptions that City Hall could take a stronger and more holistic leadership role in a K-12 youth agenda. They also shared the perception that the school district could provide clearer and more concrete priorities for the city’s youth-focused initiatives and collaboratives. It was noted that senior staff from both institutions are actively engaged in collaboratives but neither institution is consistently convening or leading them.</p> <p>While key corporations in the city remain important funders and participants in collaborative work, it was noted that executives of Hartford-based companies take less of a leadership role in shaping civic affairs than in the past. The perception is that executive-level engagement has diminished.</p>
<p>Institutions are siloed and act independently not collectively</p>	<p>Institutions and nonprofits in Hartford are perceived to operate in silos that pursue their individual mandates and agendas over a collective one. In Hartford’s collective work, this can result in coming together with good intentions and working collaboratively toward common goals. But programming resulting from the collaborative is primarily executed independently rather than through deeper joint initiatives. Collaborative members can be stymied by needing to cede their institutional or individual power to the collective work of the group. And members, especially those who represent larger institutions, must walk a line between the direction and priorities of the collaborative and those of their own organization. Plans and agreements made in the collaborative can’t move forward without sign-off from member organizations, which can slow or derail progress.</p>

Obstacles to Successful Collaboration in Hartford

2 Trust and Good Will

OBSTACLES	DESCRIPTION (from Interviews)
<p>Lack of trust among members</p>	<p>Participants trusting each other and the process is key to successful collaboration. Many perceptions or actions can hinder building trust in a workgroup, including past work together, a lack of shared goals or transparency, unilateral actions by one party, or a perceived lack of power or voice. In Hartford, trust among diverse collaborative members can be hindered both by the belief that institutions in the city are siloed and focused on their own agendas and by longstanding geographic, cultural, and racial divides in the city.</p>
<p>Community representation and diversity are limited</p>	<p>Only a limited number of the collaboratives reviewed included community members as participants or had an active focus on securing community or youth input to guide their work. Racial and demographic diversity of membership is organic, based on individuals participating, but generally does not appear to be structural in the projects.</p>
<p>Leaders are jaded by the process and outcomes of collaborative efforts in Hartford.</p>	<p>Shortcomings in prior collaborative work in Hartford have created a degree of burnout and skepticism toward key institutions and future collective efforts. In sharing doubt or reticence about the potential for new collaborations, previous participants cited prior efforts that failed to achieve goals, roadblocks that could not be surmounted, or the frustration of a key player changing direction late in the game. They cited persistent challenges in developing and advancing concrete programs or activities collaboratively and roadblocks that often arose in implementing or funding specific actions. The inherent challenge of achieving measurable and timely progress in systems change work also contributed to perceptions of the limited impact of collaborative efforts.</p>

Obstacles to Successful Collaboration in Hartford

3 Resources and Support

OBSTACLES	DESCRIPTION (from Interviews)
<p>Insufficient capacity and resources to sustain work</p>	<p>It is difficult for members to sustain over time the resources required to actively participate in collaborative workgroups, even if the group has dedicated staff support. While members typically have good intentions and passion for the topic, they struggle to prioritize the collaborative’s work over their own organization’s demands or to contribute resources (money or in-kind donation of staff). The loss of a dedicated staffer who leaves or moves to other work hurts project knowledge and can hinder progress. Finally, a collaborative’s work may exceed the capacity or technical capabilities of a member organization.</p>
<p>Scarcity of funding and resources limits efforts and creates competition</p>	<p>Sufficient funding to support structure and staffing is a common challenge for collaboratives, either at the outset or after initial funding ends. To be sustainable, securing funding must be part of the collective’s work. For nonprofits in a collaborative, there is an ongoing trade-off between securing funding for their own organizations and promoting the work of the collaborative. Members can find themselves competing for a limited pool of funding in Hartford with other member nonprofits or with the collaborative itself. This environment of scarcity makes trust and openness among members harder to achieve and can make it difficult for members to lean into the collective work fully.</p>
<p>Funders and/or backbone set direction and have control</p>	<p>Funding for collaboratives often specifies goals, outcomes or target populations, which can limit the workgroup’s involvement in setting direction. Whichever local institution secured the funding or serves as the backbone can have an outsized role in the collaborative’s efforts. This can hinder the ability of others to share ownership and power and work collectively.</p>
<p>Pandemic disruption</p>	<p>The COVID-19 pandemic appears to have set back collaborative work in Hartford. Some collaboratives seem to have lost momentum or stopped meeting. Addressing the pandemic-related crises facing Hartford’s youth and the city and region as a whole took precedence for approximately 18 months in 2020-2021, resulting in a reduced focus on addressing longer-term systemic change. Additionally, the in-person engagement critical to formal and informal action became nearly impossible.</p>

Aspirations for Improving Collaborative Work in Hartford

As part of the individual interviews and survey, leaders were asked what could be done to improve both coordination among current collaboratives and the conditions required for making future collaborative work more successful. They identified several themes consistent with the enablers and obstacles, as well as the leading practices highlighted in Chapter 2.

FOSTER STRONGER VISIBILITY AND COORDINATION AMONG CURRENT COLLABORATIVES

Alignment and coordination can be improved among current initiatives, supplanting informal work done by leaders who make connections, share information, and foster coordination across the workgroups they participate in. Leaders offered three main suggestions for improving coordination:

Increase visibility and transparency

Create strong visibility of current initiatives and work, to uncover opportunities to consolidate efforts and to avoid additional overlap when starting new projects. Give an organization responsibility to identify the connections between initiatives.

Coordinate the work

Strengthen the alignment of services and assessment measures that different initiatives provide, even for different audiences. Coordination across workforce and post-secondary initiatives for young adults is a prime example, with potential to create a continuum of support for youth aged 14 to 24. Leaders cited a career navigation coordination project spearheaded by Capitol Workforce Partners as such an effort.

Share responsibility and accountability

Acknowledge that improving outcomes for youth is not solely the responsibility of Hartford Public Schools.

MAKE FUTURE COLLABORATIVE WORK MORE SUCCESSFUL AND IMPACTFUL

Leaders also identified three conditions required for successful collaborative work in Hartford:

Alignment and accountability

Leaders suggested that fewer members (for example, 3 to 5 organizations instead of 10 to 12) might be more effective and allow organizations to focus their efforts on what they can do best. They also looked to Hartford Public Schools to identify specific goals and align the necessary support. Leaders felt that the school district could most effectively coordinate the many needs and initiatives that have the potential to create systems change.

Resources and support

Leaders recommended a strong start-up process for collaboratives to create shared norms and a vision for the work and to learn about each member's preconceived ideas. Similarly, stronger project management would ensure sufficient guidance and structure for collaboratives. Establishing and

monitoring collective goals and deadlines will also help create accountability.

Trust and goodwill

Leaders recognize that the success of any collaborative relies on having members who are focused on the community and the outcomes of the collaborative's work and are willing to cede individual power to the group's work. An environment of transparency, honesty, and accountability is needed to overcome eroded trust and foster commitment to accomplishing the agreed-upon work. Participants will feel more compelled to believe the initiative will be productive if there is a shared spirit of action and importance.

Linking the Research to Your Experience:

How do the findings align with or differ from your own experiences in Hartford?

Where do you see Alignment and Accountability, Trust and Good Will, and Resources and Support serving as enablers and barriers in your work?

CHAPTER 5:
Looking Beyond
Hartford

Noteworthy Examples of
Other Urban Youth-Focused
Collaboration



Fio Partners examined youth-focused collaboratives in three other U.S. communities through interviews and research to identify and understand specific approaches and promising practices.

These overviews of collective action initiatives in Buffalo, New York, Spartanburg, South Carolina, and Memphis, Tennessee, describe the structure and focus of the initiatives and approaches that are interesting to consider.

While each initiative is different, there are common elements that are leading practices and may inspire the future of collaborative work in Hartford.

Important features across the three examples include:

- 1 The collaboratives all target a broad range of youth (“cradle-to-career” in two cases and preschool through college in the third) and create an umbrella for youth initiatives in their community.
- 2 The initiatives are each run by an independent 501c3 nonprofit organization that serves as the backbone and coordinating body.
- 3 While all three focus on system-level coordination among institutions to advance systems change, Buffalo’s program also includes direct services to youth, representing a unique model.
- 4 Data and measurement are integral to all three initiatives, including data sharing across major institutions in their community.

Key Statistics Comparing Hartford to Profiled Communities

LOCATION	HARTFORD, CT	BUFFALO, NY	SPARTANBURG, SC	MEMPHIS, TN
Population	121,219	278,349	327,997 county, 38,401 city	632,207
Population Density (per square mile)	6,965.5	6,893.6	405.7 county, 1,928.9 city	2,131.8
Percent of Population Under 18 Years Old	23.2%	22.4%	23.3% county, 22.7% city	24.8%
Median Household Income	\$36,154	\$39,677	\$53,757 county, \$42,841 city	\$41,864
Percent of Population in Poverty	28.0%	28.3%	14.2% county, 24.6% city	24.6%

Collaborative Profile

Say Yes Buffalo

BUFFALO, NEW YORK

SNAPSHOT

Year Founded
2012

Service Span
Preschool to College

National Affiliation
Say Yes to Education

Goal
Educational and economic attainment

Main Activities
Direct supports for students
College tuition scholarships
Systems alignment and coordination

Oversight
Community Leadership
Council Operating Committee

Staff
102 staff organized in 8 teams

ABOUT

Say Yes Buffalo aims to remove barriers to educational and economic attainment by uniquely combining system alignment with direct student supports and a postsecondary tuition promise. Its comprehensive cradle-to-career direct services include summer programming, health and mental health care, social services, legal services, family supports, mentoring, paid internships, and college preparation supports.

WHY IT'S NOTABLE

Say Yes Buffalo followed Syracuse, N.Y. as the second city to launch Say Yes to Education as a city-wide effort. The collaborative specifically focuses on removing barriers as its goal, rather than increasing outcomes. And perhaps most notably, most collaboratives that focus on systems-level efforts do not also include running student services themselves.

OVERSIGHT

As an independent 501c3 nonprofit, Say Yes Buffalo is governed by a Board of Directors. It is also overseen by an Operating Committee (comprised of senior leaders of partner and civic organizations) that meets every three weeks to monitor progress and ensure the stability of programs. Additionally, a Community Leadership Council, comprised of approximately 60 elected officials, business leaders, educators, parents, district officials, community leaders, and faith leaders, provides high-level public monitoring.

CONSIDER:

Combining Systems Change and Direct Services

Working to change systems through collaborative work and providing direct services to students requires different skill sets and timeframes. Systems change work can take a decade or more. Say Yes Buffalo has successfully built an organization that can work on both fronts and manage direct services, fundraising, and tuition scholarship implementation too.

RESULTS

- 1 As of 2022, Say Yes Buffalo has provided \$18 million in scholarships to eligible students. Citywide, high school graduation rates have increased from 49% in 2012 to 76.3% in 2021.
- 2 Between 2012-2019, the overall percentage of students who enrolled in postsecondary education increased by 8% in Buffalo, while it dropped by 10% across New York State. [For more information, go to \[sayyesbuffalo.org \\(Annual-Report-2020-21-web.pdf\\)\]\(https://www.sayyesbuffalo.org/Annual-Report-2020-21-web.pdf\).](https://www.sayyesbuffalo.org/Annual-Report-2020-21-web.pdf)

Collaborative Profile Spartanburg Academic Movement (SAM)

SPARTANBURG, SOUTH CAROLINA

SNAPSHOT

Year Founded

2013

Service Span

Cradle to career

National Affiliation

StriveTogether

Goal

Improving academic outcomes

Main Activities

Systems alignment and coordination,
Data Sharing, Advocacy

Oversight

5 Collaborative Action Networks,
Partner Round Table

Staff

15 staff

Collaborative Action Networks

- School Readiness
- Third Grade Reading
- Middle Grades Math
- High School Graduation
- Post-Secondary Enrollment, Persistence, and Completion

SAM Initiatives

- Advocacy
- Research and Data Sharing
- Strive for Five
- The Early Development Instrument
- The Four Schools Project
- The Equity Factor
- Out-of-School-Time (OST) Collaborative
- Start Smart Coaching
- The Center for Resilient Schools and Communities

ABOUT

SAM is a nonprofit organization and a community movement. The all-in cradle to-career partnership engages leaders in education, business, government, foundation, community, and faith across Spartanburg County. The members work together to improve academic outcomes for all students in the county. Rooted in the StriveTogether collective impact model, SAM coordinates Collaborative Action Networks where partners work together on specific goals and use county-wide data to measure progress.

WHY IT'S NOTABLE

SAM is an example of a strong collective impact partnership involving seven public school districts that collectively serve nearly 50,000 school-age children and their families within Spartanburg County. They are also a great example of the multifaceted use of data to guide strategy and decisions. As an organization, SAM resulted from the merger of two nonprofits: one focused on college access and success and one on networking pre-K providers and agencies.

OVERSIGHT

SAM's Board of Directors includes 24 individual representatives of key institutions, and its Partner Round Table seeks to connect

a wide array of individuals and entities to its work. Additionally, each Collaborative Action Network and initiative takes on its own issues and goals and monitors its progress.

CONSIDER:

Using Data to Identify Specific Interventions and Monitor Improvement

The Four Schools Project focused on the four elementary schools in Spartanburg County with the highest poverty rates. Piloting this program in 2018-2019, SAM worked with teachers in the four schools and coached them using a continuous improvement method—Plan, Do, Study, Act (PDSA) cycles—to help improve instruction. Teachers started leading their own data discussions, including using student-level data. Students were also engaged in the process and took on more ownership of their own learning.

RESULTS

- 1 After one year (2019), third grade reading proficiency increased by more than 60% in the Four Schools, and one school saw discipline referrals decrease by about a third.¹¹ In 2018, the Early Development Instrument assessment was initiated county-wide, providing baseline data of 47% Kindergarten readiness, up to 49% in 2020 administration.

Collaborative Profile Seeding Success

MEMPHIS, TENNESSEE

SNAPSHOT

Year Founded

2013

Service Span

Cradle to career

National Affiliation

StriveTogether

Goal

Advance Economic and Social Mobility

Main Activities

Systems alignment and coordination

Oversight

4 Collaborative Action Networks

Public Policy Committee

Staff

25 staff organized in 6 teams

ABOUT

Seeding Success works to improve outcomes for every child, from cradle to career, by improving the way institutions, community organizations, policies and resources work together. Seeding Success leverages the StriveTogether pillars of collective impact and has a clear theory of transformation and approach to Continuous Quality Improvement. It also develops an annual legislative agenda that makes recommendations on issues to address through public policy.

WHY IT'S NOTABLE

Over time, Seeding Success' work has evolved from an effort focused on Collaborative Action Networks (CAN) to influencing the broader set of systems (e.g. housing, transportation, health, and education) that affect economic and social mobility.

OVERSIGHT

Seeding Success' Board of Directors has 12 members. It also engages the community in its work through its Public Policy Committee, four Collaborative Action Networks, and resources and training.

CONSIDER:

Evolving a Collaborative Over Time

Seeding Success evolved over time to maintain momentum and respond to changing contexts. Its shift toward broader policy and systems-level change was informed by its partners and has found new ways to engage them in addressing disparities.

RESULTS

- 1 Seeding Success maintains a Data Dashboard that tracks many key indicators of educational and economic advancement over time. Visit seeding-success.org/systems-level-data.

HIGHLIGHT: STRIVETOGETHER NATIONAL NETWORK

Spartanburg Academic Movement (SAM) and Seeding Success are local affiliates of StriveTogether, a national network of about 70 local communities “striving to achieve racial equity and economic mobility.” StriveTogether helps communities and collaboratives build the shared vision, data, infrastructure, capacities, and resources needed to achieve its goals. Learn more at strivetogether.org.

CHAPTER 6:

Designing the Future of Youth-Focused Collaboratives in Hartford

Using Inquiry to Move from Research to Practice



The intent of this research was to gain an understanding of current youth-focused collaborative work in Hartford and how collaborative work can be leveraged in the future to address pressing challenges for Hartford's youth.

It is clear from the research that Hartford benefits from a strong and diverse collection of institutions and individuals dedicated to working together to improve outcomes for Hartford's youth. Ideally, these insights will set the stage for considering future collaborative approaches and give Hartford's leaders a compelling opportunity to reflect and discuss the findings and implications, and pursue ways of working together differently.

KEY DISCUSSION QUESTIONS

This section of the report is intentionally framed as questions for consideration and discussion, rather than recommendations for action, to encourage the city's leaders and institutions to think about the insights and come together to create their own conclusions and actions.

Reflecting on the Findings

- 1 How do the findings align with or differ from your own experiences?
- 2 What, if anything, surprised you as you reviewed the listing of current collaborative efforts?
- 3 Does the analysis of current youth-focused collaboratives provide insight into where efforts are focused and where there are opportunities?
- 4 What stood out to you in the feedback on enablers and obstacles to collaborative work in Hartford?
- 5 Where do you see Alignment and Accountability, Trust and Good Will, and Resources and Support serving as enablers and barriers in your work?
- 6 What is instructive to you about the approaches being taken in the national case studies?
- 7 What types of national models (such as the StriveTogether model) might Hartford consider?

Moving from Research to Practice

KEY DISCUSSION QUESTIONS

Building Shared Purpose

- 1 What is our collective vision for youth in the City of Hartford?
- 2 What are our shared values and beliefs? How do our values influence how we will undertake our shared work?
- 3 How can collaborative work be reinvigorated after the lull in cooperative work created by the pandemic?
- 4 What are the benefits and challenges of taking a more holistic and coordinated collaborative approach to addressing the needs of Hartford's youth?

Defining the Work

- 1 Are there national models for youth-focused collaborative work, such as StriveTogether, that might be relevant for Hartford?
- 2 What do we believe are the most critical needs to address to improve outcomes for the city's youth?
- 3 What shared work is needed to bring the vision for Hartford's youth to fruition? What will success look like?

Designing the Structure

- 1 How can existing collaborative work be adjusted or adapted to improve impact or outcomes for the children of Hartford?
- 2 Who is responsible for defining the agenda to improve outcomes for Hartford's youth? Is it primarily one or more local institutions or is it a broadly shared responsibility?
- 3 How can we address "table fatigue" (or similar members sitting at multiple tables in different constellations)?

Fostering Trust

- 1 What is needed to rebuild trust where trust has been broken?

Being Transparent

- 1 What types of communication systems and practices could be envisioned to increase shared knowledge and transparency?
- 2 Going forward, should the funding invested in individual collaboratives and the collaborative eco-system as a whole be tracked and shared?

Coordinating Alignment

- 1 How can we increase alignment and build shared ownership across sectors in the city?
- 2 How interdependent do our organizations need to be to carry out the work?

Securing Resources

- 1 What funding is needed to make future collaborative work productive and sustainable?
- 2 What is the optimal role of both national funders and local philanthropy in establishing and supporting local collaborative work?

Centering Equity and Community

- 1 How should the community and youth themselves be engaged in future collaborative work?
- 2 What is the relevance of city neighborhoods and local geography to youth-focus collaboration?

Moving from Research to Practice

Closing

As our communities continue to move forward from the COVID-19 pandemic, leaders can consider how they can contribute to the collaborative ecosystem of the City of Hartford. Each individual —as a funder, organization leader, or community member— brings their energy, commitment, and contribution to collective efforts.

This research can inspire, inform, and motivate individuals and institutions to think about individually and discuss together how best to organize and support these efforts going forward to improve outcomes for the youth of Hartford.



Detailed Profiles of Youth-Focused Collaboratives in Hartford

RESEARCH APPROACH

This overview of youth-focused collaboratives was developed from interviews with Hartford leaders involved in collaborative work, who are listed on page 4, and from online websites and document research.

Every effort was made to make this list comprehensive and accurate. To support this effort, the draft of these profiles was shared with key leaders for validation. With that, it is possible that the research has missed some initiatives or has inadvertently misstated or missed information about the collaboratives.

PROFILE STRUCTURE AND KEY

Order of Presentation

The collaboratives are shown in approximate age sequence, from those addressing the youngest children first. Those addressing a specialized target (e.g., youth sector, topic, geography) follow those that are more general.

Activity Level

Collaboratives listed as inactive are no longer meeting. Those listed as in transition may be meeting infrequently, revising their mandate or approach, or in the process of ending.

Abbreviations

City= City of Hartford

HPS= Hartford Public Schools

UWCNC= United Way of Central and Northeastern CT

HFPG= Hartford Foundation for Public Giving

CWP= Capitol Workforce Partners

CCMC= Connecticut Children's Medical Center

Collaboratives Profiled (18)

- 1 Mayor's Cabinet for Young Children
- 2 Hartford Campaign for Grade-Level Reading
- 3 Hartford Partnership for School Success
- 4 Hartford Youth Sports Collaborative
- 5 North Hartford Triple Aim Collaborative
- 6 North Hartford Ascend Pipeline
- 7 All-in! Coalition
- 8 Hartford Working Cities
- 9 Hartford Generation Work
- 10 Work-Based Learning Network
- 11 Summer Youth Employment & Learning Program
- 12 Hartford Opportunity Youth Collaborative
- 13 Young Legends
- 14 Hartford Data Collaborative
- 15 Racial & Ethnic Disparity Committee
- 16 Hospital-Based Violence Intervention Program
- 17 Hartford Youth Violence Prevention and Intervention Work Group
- 18 Stronger Families, Stronger Future

APPENDIX B:

Detailed Profiles of Case Study Collaboratives

1 MAYOR'S CABINET FOR YOUNG CHILDREN

Goal for Impact		Target Age	Target Segment	Description
Early learning and school readiness		0-8	Preschool to grade school children citywide	Serves as state-mandated Hartford School Readiness Council, approving public daycare support and recommending/overseeing the city's Early Childhood policy. Advances the city's Early Childhood Plan or Blueprint, embraces a birth-to-age-nine continuum, inclusive of all types of childcare providers. Helps Hartford children ages 3-5 who are not eligible for school to enroll in a school-readiness program overseen by the city's Division for Young Children.
Current Status	Duration	Backbone	Chairperson(s)	
Active	2005 - now	City of Hartford	Mayor Bronin, Superintendent Dr. Torres-Rodriguez	
Key Participants		Funding	Key Funders	Under the auspices of the cabinet, the city has recently launched six citywide Early Learning Working groups that are combining the efforts of the early learning community, using data to promote the value of early interventions, and changing programmatic strategies to address identified needs. Each group is co-chaired by city staff and an external partner, and the monthly meeting of all groups are open to the community. The groups are: Social-Emotional & Mental Health; Language & Literacy; Transition to Kindergarten; Community Outreach; Healthy Children; and Infant & Toddler Development. An Early Learning Parent Cabinet has also been initiated.
City, HPS, CCMC, State of CT, UWCWC, CWP, Hartford Public Library, The Village for Family & Children, Community Renewal Team, University of Hartford, CREC, Catholic Charities, Creative Interventions, Women's League, Child Care Providers, Parent Ambassadors, Business Representative		LOCAL	In-kind funding from City of Hartford for staff. Oversees the School Readiness grant and the Child Day Care grant	

2 HARTFORD CAMPAIGN FOR GRADE-LEVEL READING

Goal for Impact		Target Age	Target Segment	Description
Grade-level reading competency		3-9	Grade-school children citywide	Promotes early learning and school readiness, consistent school attendance and prevention of summer learning loss. Also supports efforts to build literacy skills both in and out of school.
Current Status	Duration	Backbone	Chairperson(s)	
In transition	2012 - now	UWCNC	No formal chair	
Key Participants		Funding	Key Funders	
City, HPS, Hartford Public Library, UWCNC, HPFG, Hartford Partnership for School Success		LOCAL	UWCNC, HPFG (previously)	

APPENDIX B:

Detailed Profiles of Case Study Collaboratives

3 HARTFORD PARTNERSHIP FOR SCHOOL SUCCESS

Goal for Impact		Target Age	Target Segment	Description
Improve academic achievement by coordinating the services and support for students in the city's seven Community Schools through public-private partnerships.		5-16	Students at seven community schools (6 K-8, 1 6-10)	Supported implementation and continued development of the city's seven community schools and expansion of high-quality out-of-school-time programming through public/private/nonprofit partnerships. Partners included area universities, community-based organizations, healthcare providers, and cultural organizations. [Note: Community schools are neighborhood schools that offer students instruction significantly supplemented with supports, including academic assistance, academic enrichment, wellness, behavioral health, child development, family support, life skills training, and cultural and recreational programs.]
Current Status	Duration	Backbone	Chairperson(s)	
Inactive	2007-2021	HFPG	N/A	
Key Participants		Funding	Key Funders	
UWCNC, City, HPS, HFPG, Lead agencies included COMPASS Youth Collaborative, Catholic Charities, the Village for Families and Children, and Boys & Girls Clubs of Hartford		LOCAL	UWCNC, HFPG, City, HPS, Fund for Greater Hartford	

4 HARTFORD YOUTH SPORTS COLLABORATIVE

Goal for Impact		Target Age	Target Segment	Description
Improve the quality and accessibility of organized sports and recreation programs across the city.		5-18	School-aged children Citywide	A collaboration between successful youth sports programs in the city, including Saturday Hoopsters [youth basketball program serving 600 children], Hartford Soccer Club [youth soccer program serving 400 children] and Mayor Mike's Little League. The groups came together and formed a 501c3 to gain operational and fundraising support and identify children's needs. It has sought more partnerships to maximize benefits to city youth.
Current Status	Duration	Backbone	Chairperson(s)	
Active	2014-now	Active City	Board chair Nick Lebron	
Key Participants		Funding	Key Funders	
Brian Gallagher, Executive Director Board Members: Nick Lebron, Liam Sweeney, Jeff Devereux, Melissa Yennie St. Juste, Margaret Girard		LOCAL	City of Hartford	

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5 NORTH HARTFORD TRIPLE AIM COLLABORATIVE

Goal for Impact		Target Age	Target Segment	Description
Improve the health and well-being of families in North Hartford Promise Zone through place-based health and wellness initiatives.		All ages	Children and adults in North Hartford Promise Zone (Clay Arsenal, Northeast, and Upper Albany)	Residents and partner organizations from the business, non-profit, healthcare and government sectors working together as a multi-sector collaboration to improve population health in the North Hartford Promise Zone through a neighborhood-level health strategy. The effort addresses the “triple aim” of improved well-being, improved population health, and reduced healthcare system costs. It includes interrelated policy, system, and environmental interventions. Current focus areas include early care and childhood education, family supports, and clinical care. Key strategies include community engagement and viewing its work through an equity lens. The NHTAC serves as the City of Hartford’s Local Prevention Council and is the designated lead for national initiatives such as Trinity Health’s Transforming Communities Initiative, Invest Health, and Wellville, a national health equity initiative.
Current Status	Duration	Backbone	Chairperson(s)	
Active	2017-now	UWCNC	No chair	
Key Participants		Funding	Key Funders	
UWCNC, City, City Dept of Health & Human Services, City Dept of Families, Children, Youth and Recreation, CCMC, Trinity Health, St. Francis Hospital, Hartford Health Care, UCONN Health Center, HFPG, CT Health Foundation, Wellville Foundation, The Village for Families & Children, North Hartford Promise Zone, NRZ Resident Appointee		LOCAL AND NATIONAL	UWCNC, HFPG, CT Health Foundation, Wellville Foundation	

6 NORTH HARTFORD ASCEND PIPELINE

Goal for Impact		Target Age	Target Segment	Description
Improve children’s academic and developmental outcomes and enhance their long-term well-being through cradle-to-career collaborative in North Hartford Promise Zone.		0-18	North Hartford Promise Zone (Clay Arsenal, Northeast, and Upper Albany)	A cross-sector, prenatal-to-career collaborative funded in part by the U.S. Department of Education Promise Neighborhoods program to support children in the North Hartford Promise Zone to reach their full potential. Connecticut Children’s Medical Center, the grantee, leads a cross-sector team of early childhood experts, community leaders, community-based organizations, and residents. The team aims to identify community priorities and collaboratively design, implement, and evaluate a comprehensive and coordinated “pipeline” of services to significantly improve children’s academic and developmental outcomes and long-term quality of life. The collaborative is in its early days but is focusing on six priorities: <ol style="list-style-type: none"> 1. Integrate and coordinate existing and newly developed services into a comprehensive pipeline; 2. Elevate the role of parents, residents, and the community with a parent- and family-led agenda and community-driven engagement strategies; 3. Deploy a targeted universalism approach to achieve equity; 4. Strengthen families’ protective factors; 5. Prioritize early identification, referral, and linkage to services; 6. Collect and analyze individual, programmatic, and system data to evaluate the impact of NHAP. This group’s collaborative governance structure makes connections to other existing collaborative structures to avoid duplication. It has also intentionally expanded the role of community residents in decision-making
Current Status	Duration	Backbone	Chairperson(s)	
Active	2022-now	CCMC	N/A	
Key Participants		Funding	Key Funders	
Management Team Members represent HPS, CCMC, UWCNC, City, University of Hartford, and North Ascend staff. Various teams and work groups with broad representation guide the initiative. There is a Leadership Team, Advocacy Team, Data and Evaluation Work Group, and Community and Family Engagement Work Group.		LOCAL AND NATIONAL	U.S. Dept of Education Promise Neighborhoods grant. There is a required local match of funding that includes the City of Hartford and other local organizations.	

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7 ALL-IN! COALITION

Goal for Impact		Target Age	Target Segment	Description
Increase post-secondary education completion by keeping high schoolers on track for college and college students enrolled.		Teens -Young Adults	College-prep high-school students/ enrolled college students citywide	A public/private coalition pursuing cross-sector efforts to help current high school and post-secondary students complete post-secondary education. Members, who represent local corporate, higher education, philanthropies, and nonprofits work together to identify service gaps, represent systemic interventions and meet coalition priorities. The coalition's theory of change focuses on convening teams o at least three cross-sector partners to solve specific problems through collective action efforts. Focus areas included Summer Transition, Campus Retention, and High School Advisory (as of 2020). The coalition also sponsors the Work-Based Learning Network and the College Support Network. Creating career awareness and exploration curriculum, activities, and workshops for community-based organizations with plans to align to grades 9-12 curriculum.
Current Status	Duration	Backbone	Chairperson(s)	
In transition	2016-now	Achieve Hartford	Erin Haberman, Travelers Foundation Duncan Harris, Capitol Community College	
Key Participants		Funding	Key Funders	
Steering Committee: City, HPS, Capital Community College, Hartford Consortium for Higher Education, Manchester Community College, Travelers, Aetna, CWP, Hartford Promise, UWCNC, Ready CT		LOCAL AND NATIONAL	Lumina Foundation, Travelers Foundation, The Hartford, H.A. Vance Foundation, Lincoln Financial, Liberty Bank, Social Venture Partners, HFPG	

8 HARTFORD WORKING CITIES

Goal for Impact		Target Age	Target Segment	Description
Enable young adults to move toward quality employment, increase employers' readiness to hire young adults, and spur economic and job growth.		16-29	Originally in South End neighborhoods of Barry Square, Frog Hollow, and South Green. Recently expanded to include Asylum Hill and North Hartford Promise Zone neighborhoods (Clay Arsenal, Upper Albany, Northeast) in the North End.	The Hartford Working Cities Initiative, funded by public and private funding sources and managed by the Federal Reserve of Boston, was designed to improve employment outcomes for young adults through cross-sector collaboration and workforce development strategies. The project initially created a strategy for three South End neighborhoods to increase young adult employment and retention by <ol style="list-style-type: none"> 1. Expanding education and training groups; 2. Better aligning and coordinating services for young adults; 3. Lowering employment barriers, including providing youth with adult guides, and coordinating efforts of employment navigators; 4. Building leadership to drive systems change; and 5. Helping young adults develop and use advocacy skills. The Federal Reserve's three years of funding ended in 2021 but the project has received funds from other sources to expand its work into other neighborhoods.
Current Status	Duration	Backbone	Chairperson(s)	
In transition	2018-now	UWCNC	Governance structure is not currently active, pending discussion with partners.	
Key Participants		Funding	Key Funders	
City, CWP, CT Center for Advanced Technology, Advanced Manufacturing Employer Partnership, Southside Institute Neighborhood Alliance (SINA), CCMC, Our Piece of the Pie, UWCNC, Young Legends, HOYC Education & Training Consortium/ Career Pathways Committee		LOCAL AND NATIONAL	Original: CT Working Cities Steering Committee, managed by the Federal Reserve Bank of Boston Current: The Nutmeg Foundation, State of CT, The Hartford, Stanley Black & Decker, CCMC (sub-award for U.S. Dept. of Education Promise Neighborhood grant)	

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9 HARTFORD GENERATION WORK

Goal for Impact		Target Age	Target Segment	Description
Improve employment outcomes for young adults with demand-driven workforce development and positive youth development practices.		Teens - Young Adults	Young adults 18-29 preparing for work citywide	The Annie E. Casey Foundation launched Generation Work in Hartford and four other U.S. cities in 2015 to explore new approaches to youth workforce development and change public and private workforce development approaches. The initiative focused on demand-driven workforce development strategies and positive youth development practices (e.g., mentoring, work-based learning), to better prepare young people ages 18-29 for work. The project's goal was to grow job opportunities for young adults from low-income families and create a smoother transition for young adults moving among support programs. It focused on enabling local youth-serving organizations to provide quality workforce development experiences and to engage employers in hiring young adults.
Current Status	Duration	Backbone	Chairperson(s)	
Inactive	2016-2021	UWCNC	N/A	
Key Participants		Funding	Key Funders	
UWCNC, CWP, City, HFPG, Hartford Working Cities, Our Piece of the Pie, Workforce Solutions Collaborative of Metro Hartford, and other local partners.		NATIONAL	Annie E. Casey Foundation	

10 WORK-BASED LEARNING NETWORK

Goal for Impact		Target Age	Target Segment	Description
Ready high schoolers for post-secondary success through work-based learning activities.		Teens - Young Adults	In-school high school students citywide	The All In! Coalition launched the Hartford Work-Based Learning Network (WBLN), with CWP as the backbone, to define and maximize the implementation of sustainable Work-Based Learning (WBL) strategies to improve high schooler's readiness for post-secondary success in higher education, skills training, and career advancement. The focus is on defining and sustaining work-based learning strategies. Work includes developing evaluation and rubrics for students in work-based learning programs. All In! is working to expand WBL opportunities for Hartford youth, creating a video series, and increasing data sharing, in partnership with HPS. They are also working to align sector-based partnerships to dual-track high school/post-secondary career pathways opportunities.
Current Status	Duration	Backbone	Chairperson(s)	
Active	2018-now	CWP, with support from Achieve Hartford	N/A	
Key Participants		Funding	Key Funders	
CWP, City Dept of Families, Children, Youth and Recreation, HPS, CT Office of Workforce Strategy, Blue Hills Civic Association; Center for Latino Progress; Forge City Works; Our Piece of the Pie; ReadyCT; UWCNC, Urban League of Greater Hartford.		LOCAL AND NATIONAL	JP Morgan Chase Foundation (lead funder) State Workforce Innovations & Opportunity Act (WIOA) & CT Youth Employment Program support program	

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11 SUMMER YOUTH EMPLOYMENT AND LEARNING PROGRAM

Goal for Impact		Target Age	Target Segment	Description
Boost graduation rates and college enrollment and provide work skills and competencies through summer employment opportunities for Hartford youth 14-21.		14-21	Teens & Young Adults citywide	Coordinates and passes through funding for summer employment in six-week paid jobs in high-demand sectors at several hundred worksites. Provides tiered career readiness development for youth between the ages of 14 and 24, Pairs participants with employers in the region, providing a hands-on understanding of various employment opportunities and career pathways. Encourages young people to remain in school by demonstrating the links between school completion and success in the workplace.
Current Status	Duration	Backbone	Chairperson(s)	
Active	2022-now	CWP (backbone and fiduciary)	N/A	
Key Participants		Funding	Key Funders	
City, HPS, CT Dept. of Labor, HFPG, CWP, Our Piece of the Pie, Blue Hills Civic Association, Center for Latino Progress, Community Renewal Team		LOCAL	City, CT Dept. of Labor, HFPG, and additional funders	

12 HARTFORD OPPORTUNITY YOUTH COLLABORATIVE

Goal for Impact		Target Age	Target Segment	Description
Help disconnected Opportunity Youth with post-secondary education/training credentials and finding employment.		Teens - Young Adults	Opportunity Youth [those disconnected from education and employment and teens in school but at risk of disengagement] citywide	Using a comprehensive multi-system approach to connect systems and stakeholders, the collaborative focuses on education, career pathways, coordination of services and youth leadership development (Young Legends). Its agenda includes: <ol style="list-style-type: none"> 1. Coordination of services for youth involved in multiple systems; 2. Adoption of a career pathway system; 3. Increased and more accessible community supports for youth; 4. Career-based, contextualized learning; 5. Alignment of public and private funds. Also initiated the Hartford Data Collaborative, an initiative of the CT Data Collaborative, to share and coordinate data on youth across participating organizations.
Current Status	Duration	Backbone	Chairperson(s)	
Active	2013-now	CWP, with City and UWCNC providing administrative support	Mayor Luke Bronin	
Key Participants		Funding	Key Funders	
Broad membership of institutions and agencies including representatives of city, state, higher education, foundations, direct service providers, workforce development, advocacy, etc.		LOCAL AND NATIONAL	Foundations: Corporate, Community, National	

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13 YOUNG LEGENDS

Goal for Impact		Target Age	Target Segment	Description
Empower youth and provide opportunities to transform economic liabilities into economic opportunities through leadership training and development.		Teens - Young Adults	Opportunity Youth citywide	<p>The Young Legends youth leadership program formed by joining two youth-led groups: the South End based Young Adult Action Network (YAAN), funded by the Hartford Working Cities initiative to address youth employment; and the North End based Youth Advisory Council (YAC), funded by Capital Workforce Partners to incorporate student voice into the Hartford Opportunity Youth Collaborative. The youth in the two groups eventually joined forces to form the Young Legends, to align their work better, bridge the long-standing North/South divide in the city, and encourage collaboration. Participants from the HOYC Youth Leadership Training Program (2014) and one of the City's youth leadership groups (~2019) also flowed into this group.</p> <p>Participants in the Young Legends learn about community activism, advocacy, event planning, marketing, financial literacy, and other skills. Youth Leaders are paid a stipend and work to advocate, advise, and lead solutions to improve the prosperity of youth, the community, and local businesses. Members have presented at local and national conferences.</p>
Current Status	Duration	Backbone	Chairperson(s)	
Active	2018-now	UWCNC	N/A	
Key Participants		Funding	Key Funders	
Youth leaders, CWP, UWCNC, Our Piece of the Pie, Hartford Working Cities		LOCAL	Hartford Opportunity Youth Collaborative, Hartford Working Cities, UNCWC	

14 HARTFORD DATA COLLABORATIVE

Goal for Impact		Target Age	Target Segment	Description
Creation of a secure, shared data platform to increase the efficiency of youth serving collaboratives and improve services to supported youth.		All ages	Children & Young Adults citywide	<p>HDC is a network of Hartford area nonprofits, government agencies, and philanthropic partners that facilitates data sharing and data integration among its partners. The data integrated through HDC provides community and government organizations with a more holistic view of individuals, families, and households in Hartford. Focal projects include integrating cross-organization data systems and data (with appropriate governance and security and measuring outcomes for initiatives. Supported initiatives include the Hartford Opportunity Youth Collaborative, North Hartford Ascend Pipeline, Greater Hartford Area Re-entry Welcome Center Project, Hartford Student Internship Program Evaluation, and Hartford Unity. HDC has created a governance and legal structure that allows sharing confidential data among city, state, educational, and community groups while adhering to data and privacy standards.</p>
Current Status	Duration	Backbone	Chairperson(s)	
Active	2019-now	CT Data Collaborative	<p>Hector Rivera, Our Piece of the Pie</p> <p>Kristina Baldwin, City of Hartford</p>	
Key Participants		Funding	Key Funders	
Participants include the CT Data Collaborative, City, HPS, funders, and community agencies.		LOCAL AND NATIONAL	HFPG, Travelers Foundation, Vance Foundation, The Fund for Greater Hartford, and Robert Woods Johnson Foundation	

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15 RACIAL & ETHNIC DISPARITY COMMITTEE (formerly Disproportionate Minority Contact Committee)

Goal for Impact		Target Age	Target Segment	Description
Track and reform the disproportionate involvement of youth of color in the juvenile justice system		Teens - Young Adults	Youth of color involved in the juvenile justice system citywide	The Committee's goal is to engage state, municipal, and community organizations working with youth in the juvenile justice system to track the disproportionate involvement of youth of color in that system and to identify areas for tracking, advocacy, and reform. The Committee has been instrumental in substantially reducing the school-based arrests of Hartford youth, including a reduction in those arrests for offenses like breach of peace or disorderly conduct; establishing protocols for the schools, police, and collaborating police departments to refer eligible Hartford youth to the Juvenile Review Board; and reducing the detention admissions of youth of color in Hartford.
Current Status	Duration	Backbone	Chairperson(s)	
Active	2011-now	Center for Children's Advocacy (CCA)	Co-chairs: CCA & City of Hartford Dept. of Children, Youth, Families & Recreation	
Key Participants		Funding	Key Funders	
Representatives of the Center for Children's Advocacy, HPS, the local Juvenile Review Board, the Hartford Police Dept., the local Juvenile Court, Juvenile Probation, CT Judicial Branch's Court Support Services Division, CT Dept. of Children and Families (DCF), and community-based programs.		LOCAL	City in-kind funds for staffing.	

16 HOSPITAL-BASED VIOLENCE INTERVENTION PROGRAM

Goal for Impact		Target Age	Target Segment	Description
Improve the lives of youth involved in serious violence and reduce retaliation and recidivism.		Teens - Young Adults	Youth involved in serious violence (i.e., shooting or stabbing) citywide	A recently-established coalition of hospitals and violence-prevention nonprofits that engages victims in the hospital directly after episodes of serious violence and seeks to engage others affected in the aftermath of the incident. The process includes immediate intervention, long-term case management and follow-up services (e.g., crisis intervention, linkages to community-based services, mentoring, home visits, follow-up assistance, and long-term case management). It also addresses the Social Determinants of Health, addressing issues of ongoing violence and inequity and building partnerships with communities and survivors of violence.
Current Status	Duration	Backbone	Chairperson(s)	
Active	2021-now	City of Hartford	Staff from 3 participating Hospitals	
Key Participants		Funding	Key Funders	
City, Trinity Health Care, Trinity Health/Saint Francis Hospital, Hartford Hospital, CCMC, Compass Youth Collaborative, Communities that Care, Mothers United Against Violence		LOCAL	City-funded (ARPA funds)	

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17 HARTFORD YOUTH VIOLENCE PREVENTION AND INTERVENTION WORK GROUP

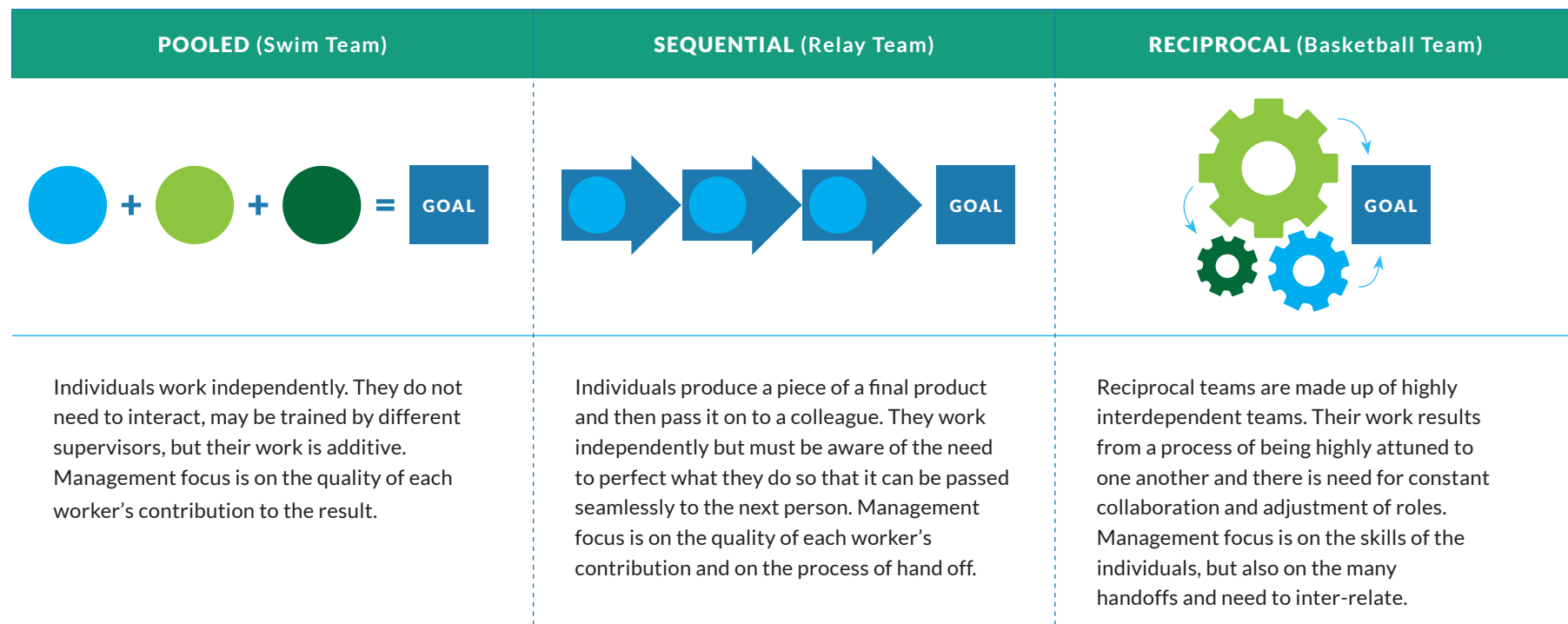
Goal for Impact		Target Age	Target Segment	Description
Improve the lives of youth involved in serious violence and reduce retaliation and recidivism.		Teens - YA	Youth involved in incidents of serious violence	Hartford Youth Violence Prevention and Intervention Work Group and its Rapid Response Protocol lead an immediate and coordinated response that addresses the multi-faceted needs a young person may have when they are involved in an incidence of violence, specifically a shooting or stabbing. The workgroup includes community organizations, state and local agencies, and community partners. The Rapid Response Protocol is a tiered approach to responding to the individualized needs of the youth, their family, and the affected community. The stages of involvement are as follows: incident, notification, coordination, follow-up and feedback, and continuous services and improvement. The group discusses best practices and strategies.
Current Status	Duration	Backbone	Chairperson(s)	
Active	N/A	City of Hartford	N/A	
Key Participants		Funding	Key Funders	
A broad group of participants includes city, state, and judicial departments and agencies, city hospitals, educators, nonprofit community organizations, and funders.		LOCAL	Funding source not known	

18 STRONGER FAMILIES, STRONGER FUTURES

Goal for Impact		Target Age	Target Segment	Description
Improve outcomes for children 0-5 and their families by coordinating home visiting services for parents and caregivers.		0-5	Young parents & their children regionally	A coordinated system of support for parents and caregivers of children 0-5, Stronger Families, Stronger Futures is a collaborative effort among The Village for Families and Children, Hartford's Department of Health and Human Services, Hartford's hospital systems, and its community agencies. The program takes a holistic approach to using home visits to support parents and caregivers of children from prenatal to age five, helping them to deepen their bonds with their children, enhance their parenting skills, and increase their understanding of child development, with the ultimate goal of helping children reach their ultimate potential.
Current Status	Duration	Backbone	Chairperson(s)	
Active	2021-now	The Village for Families & Children	N/A	
Key Participants		Funding	Key Funders	
The Village, the City, Trinity Health/ Saint Francis Hospital, Hartford Hospital/Hartford HealthCare at Home, Hispanic Health Council, Catholic Charities – Archdiocese of Hartford, and Urban League of Greater Hartford.		LOCAL	CT Office of Early Childhood, HFPG, Fund for Greater Hartford.	

Models for Structuring Collaborative Efforts

At the outset of a collaborative effort, how to structure the effort is the most important decision organizations considering working together can make. A paradigm often used in job design provides helpful insight here. There are three basic kinds of ways to work together: “pooled” or parallel independent efforts; “sequential” work that passes from one player or team to the next; and interactive “reciprocal” work, where highly interdependent teams collaborate and communicate continuously to produce a shared work product. The diagram below illustrates the three models.



Knowing the level of interaction and interdependence in a collaborative is critical to establishing the appropriate structure for the initiative—both in terms of the work to be accomplished and the group’s shared values and beliefs. Higher levels of interdependence require a more central authority to reduce coordination costs, create standardization, and manage resource allocation, communication flow, and dispute resolution.

APPENDIX C:

Detailed Input on Enablers and Barriers from Survey and Interviews

Enablers of Successful Collaboration in Hartford	
Top survey responses - Percent identifying factor as critically important (N-14)	Critically Important Barrier to Success
Membership is diverse and representative	77%
Clear and specific goals were established	77%
Clear roles and responsibilities were established and shared	77%
Ownership of goals is shared among members	69%
There is sufficient staff to support initiative	69%
Follow up and action take place between meetings	64%
There is strong strategic leadership (staff or members)	62%
Meetings are well organized	62%
All relevant groups / organizations are included	62%
Members regularly attend meetings	69%
Collaborative is known in the community	69%
Collaborative is respected in the community	69%
Top responses from Interviews - Percent identifying factor (N=56 mentions)	% of total Mentions
Clear and specific goals were established	14%
Funding and funder support	13%
There is strong and strategic leadership (both staff support and members)	11%
There is trust, openness and transparency among members	11%
Aligned and engaged with Hartford Public Schools	9%
There is sufficient staff too support initiative	9%
Clear roles and responsibilities were established and shared	5%
Creates common knowledge and coordination among organizations supporting a population / topic	5%
Involving community members	5%
Work focused on specific initiatives vs broad goals	4%
Streamlining process	4%

Obstacles to Successful Collaboration in Hartford	
Top survey responses - Percent identifying factor as critically important (N-14)	Critically Important Barrier to Success
Members do not sufficiently trust each other	85%
Lack of strong strategic leadership (staff or participants)	71%
Lack of clear and specific goals	64%
Group is controlled by few key players with power	62%
Lack of clear roles and responsibilities	57%
Lack of diverse and representative membership	54%
Membership missing key groups / organizations	54%
Insufficient staff support for the collaborative	54%
Collaborative is not welcoming	54%
Top responses from Interviews - Percent identifying factor (N=95 mentions)	% of total Mentions
Ongoing demand for resources exceeds availability	11%
Insufficient alignment around goals or shared ownership of goals	8%
Members do not sufficiently trust each other	8%
Environment of siloed work and individual vested interests	8%
Competition for resources inhibits collaboration	7%
Skepticism and reticence from poor track record on collaboration	5%
Lack of sufficient progress	5%
Goals overlapping and efforts are not coordinated	4%
Lack of diverse representation and community voice	4%
Difficulty of shared leadership	4%
Lacking strong leadership from Hartford Public Schools	4%

End Notes

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