1 Minute Marathon

- in one minute, share with the person next to you why you came to this workshop and what you want to learn?
1 Minute Marathon

- turn to the person next to you, and talk for 1 minute to find something you have in common
WHAT IS THE WORKING CITIES CHALLENGE?

KEY FEATURES

• Based on Fed research showing economic resurgence for smaller post-industrial cities possible; key elements: collaboration and leadership on shared economic vision. **HOW AND WHAT?**

• Eligible to compete: struggling smaller post-industrial cities

• Proposals must be ambitious and
  – unite public, private, non-profit sectors, and community members
  – focus on improving lives of low-income people and diverse residents
  – create systems change

• **One proposal per city:** must create shared vision and team to carry out effort

• **Merit-based:** Winners chosen by *independent, expert Jury* based on public criteria (Fed not on Jury)

• Three-year efforts supported by extensive *technical assistance* and independent evaluation
WORKING CITIES CHALLENGE IN NEW ENGLAND

MASSACHUSETTS
- Round 1: Lawrence, Fitchburg, Chelsea, Holyoke
- Round 2: Haverhill, Lowell, Springfield, Pittsfield

RHODE ISLAND
- Cranston, Newport, Providence

CONNECTICUT
- Danbury, East Hartford, Hartford, Middletown, Waterbury
The CT WCC Collaborative: Being the Change

- Prize funding provided equally by philanthropy, public and private sectors.
- CT Steering and Advisory Committees of powerful aligned actors creates system to support local collaboration.

**National & Local Philanthropy**


**Private**

AVANGRID Foundation, Stanley Black & Decker, Eversource, UTC, Hoffman Auto Group, Travelers, Boehringer-Ingelheim, Webster Bank, Liberty Bank, Hartford Healthcare, Barnes Group, Bank of America

**Public**

State of CT, Dept of Economic and Community Development, Office of Policy and Management
WORKING CITIES IN CT

• 16 eligible cities
• 10 participants
• 7 months of planning in 2017
• 4 core elements of WCC: collaborative leadership, community engagement, systems change, and learning orientation
• 5 winning teams
• Starting 2nd year of three years of implementation
CT WORKING CITIES IMPLEMENTATION CITIES

- Connecticut Working Cities Challenge winners—Danbury, East Hartford, Hartford, Middletown, and Waterbury—each received $450,000 in 2018
- Initiatives focus on workforce development for lower-income residents
- Cities are addressing difficult issues, including racial equity

**DANBURY**
‘DanburyWORKS’ is addressing barriers (language and childcare) to help move residents into job and educational training programs to improve economic self-sufficiency

**E. HARTFORD**
E. Hartford ‘CONNects’ brings together employers, workforce intermediaries, job seekers to create a career development culture that leads to family-sustaining employment

**HARTFORD**
‘South Hartford Young Adult Employment Zone’ focuses on poverty and the need for an educated workforce to attract and retain employers to the city and region

**MIDDLETOWN**
‘Middletown Works’ is developing meaningful employment opportunities for single parents and provide them with training and resources to obtain a living wage and career-sustaining work

**WATERBURY**
‘River Baldwin ASPIRA’ realigning and relocating job training services and revising childcare decision-making policies to be more equitable in the South End neighborhood
WCC AT WORK: LAWRENCE, MASSACHUSETTS

New CEO economic development group: Lawrence Partnership. Lawrence WCC effort and Partnership together tackling city-wide local hiring campaign

- Major **new family support system** created for schools has counseled, referred, and trained nearly 1,000 parents to date.
- Over **250 parents placed in jobs; 25 percent average increase** in wages
- Launched the state’s first **Pay-for-Success** immigrant jobs effort outside of Boston
- **New parent engagement model** piloted with 650 parents, now being adopted across school system (9,500 families)
- School turnaround successful so far – significantly moving the needle on graduation rate
- **CEO-to-CEO effort** to improve healthcare and manufacturing hiring involving 7 manufacturing and 6 healthcare employers
- WCC implementation grant **leverages more than $1.6 million** in direct philanthropic and public-sector funds
WCC Impact highlights: MA and RI

• In first 6 years of WCC, public, corporate, nonprofit partners have contributed more than $10 million to support the work of 16 cities across Massachusetts, Rhode Island, and Connecticut.

• Municipal governments have been able to align spending to more deeply invest in winning initiatives.

• 1,400 lower-income individuals and families have benefitted directly as a result of WCC Initiatives in first four cities, receiving jobs, training, education, and creating small business.

• Substantial systems change in Round 1 winning cities, including permanent changes to school systems and city hall. 67% of stakeholders have made changes in policies, practices or resource allocations in their organizations to support shared goals.

• Major new CEO and anchor institution engagement in most cities.

• Better targeting of statewide policy toward smaller cities, including $18 m in new funding initiatives.

• WCC model lays groundwork for capital projects, by enhancing capacity, collaboration and clear community priorities.
Lessons and What Works from earlier rounds of WCC – MA / RI

Collaborative leadership

- Structure effective at promoting collaborative leadership ➔ deep changes to how work is done locally, shifts in ‘operating culture’
- Structure builds on local leadership, local priorities and momentum ➔ better outcomes
- Efforts effectively have led to more engagement from employers and anchors, though typically stronger as initiative develops/not as strong at outset.
- Distributed leadership is key ➔ work must be shared, no one person or org can do this alone

Community Engagement

- Meaningful engagement of people affected by the problem leads to a deeper understanding of issues on the ground, builds public will for the effort, stability and sustainability.
Lessons and What Works

Learning Orientation
• Encourage flexibility + address the hard questions about why the current systems aren’t achieving better results + using data (formal and informal) ➔ better solutions, more adaptable teams, new ways of doing business

Systems change
• Systems change is changing the conditions holding the problem in place by altering activities, priorities, practices, resources, capital flows, and/or decision making structures to better solve a problem or deliver services.
• Shift from programming focus to systems change is tricky but possible ➔ we see systems change in all WCC communities, formal and informal
Why Systems Change?

**Why does it matter?** The challenges identified by teams are affected by a complex set of actors, institutions, policies, practices, relationships, and norms that cannot be addressed by the traditional approach of expanding or enhancing existing programs or developing new ones.

**Who is a system?** You!

**What does systems change look like?**
System Change: changing the conditions holding the problem in place

- Public policy
- Rules & Practices
- Resource Flows
- Relationships & Connections in system
- Power Dynamics & Equity in system
- Mental Models & Narrative

Addressing the invisible and semi-visible leverage points makes the visible ones easier to move
Panel Time!

Amy Peltier, East Hartford Connects

Joel Rivera, Hartford Working Cities

• What is an ‘initiative director’ and why so important to this work?
• Introductions and overview of their work
• Warm up questions
• Questions and answers
Hartford Working Cities (HWC):
Frog Hollow, Barry Sq., South Green

• 23% of those aged 16-29 are unemployed

• 69% of those aged 20-29 are not in the labor force

• Over 42% of the households in these neighborhoods have incomes below the poverty level

• 72% have incomes below 200% of the poverty level
HWC Theory of Change

• **Economic Growth Challenge:**
  – Hartford young adults are an untapped resource who can contribute to the local labor pool but, are unprepared for and lack access to jobs.

• **Shared Result:**
  – Reduce unemployment rates from 23% to 10% among 16-29 year-olds in three neighborhoods in the South end of Hartford: Barry Square, Frog Hollow and South Green

• **Approach:**
  – Engage Employers, Residents and Young Adults, Coordinate Education and Training Services, Guide and Support Young Adults
HWC Year 1

• Established a Governance Structure

• Launched:
  – The Executive Committee
  – The Education and Training Consortium
  – The Young Adult Action Network (YAAN)

• AMEP Career Navigator Hired

• Partnered with Hartford Data Collaborative

• New Office Space!
**Problem statement:** EHC finds that East Hartford households who are below the median income ($50,000) have limited opportunities in the areas of employment, education and residential engagement. Institutionalized barriers promote marginalization and inefficient support systems for residents that result in underemployment and lower wealth.

**Result statement:** Increase household wealth so that 10% (500 out of 5,000) of households currently below the median income ($50,000) are accumulating wealth and making an income comparable with the town-wide median. EHC will align relationships among local stakeholders and build sustainable residential engagement.
**EHC’s Three Key Strategies:**

<table>
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<tr>
<th>Workforce Development</th>
<th>Promote career exposure for EHPS students of all ages</th>
<th>Community Engagement</th>
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<tbody>
<tr>
<td><strong>Key 1st Year Accomplishments:</strong></td>
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<tr>
<td>o Mayor introduced our Employer Engagement strategies</td>
<td>o Create a strategic vision to develop a workforce culture for EHPS District Wide</td>
<td>o Community Café training and implementation</td>
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<td>o Partner with Goodwin College &amp; Workforce Solutions to start Professional Skills Academy</td>
<td>o Support Career Days and Weeks</td>
<td>o Workshop series on community organizing and financial literacy</td>
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<td>o Recruit job seekers through EHC’s intake process that tracks assets, aspirations and barriers</td>
<td>o Began a plan for improved delivery of summer youth employment</td>
<td>o Resident Advisory Council meets twice monthly, residents serve on all levels of EHC</td>
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• Don’t go it alone / partner for impact
• Engage community, inc. diverse communities
• Consider your role in system of concern, and what can you do differently
• Pay attention to both the ‘what’ and ‘how’ of your work
• Care for the elephants
• Celebrate the little and big