

## GNH Service Delivery Collaborative

### Agenda

11. 19.21

**Attendees:** Christina Nerone, Equus/Workforce Alliance; Keri Humphries, Farnam Associates; Andrea Barlow, APT Foundation; Michael Fletcher, New Haven Adult Education; Thelma Wainwright, Hamden DOL; Lorna McLeod, Hamden DOL; Kelly Fitzgerald, United Way of Greater New Haven; Tom Gaudiso, Gateway Community College; Daisha, Caleb Rodriguez, APT Foundation

#### 1. New Directions and Foundational Principles – 5 mins

- a. Reviewed principles and new directions (**see attached PowerPoint**)
- b. Principles: collaborative partnerships, customer-focused practices, employer-informed efforts, systems improvement

#### 2. Introductions – 2 minutes each (20-25 minutes)

- a. One person from share who the organization is and 1 sentence of what you do and any updates.
  - i. Michael Fletcher, New Haven Adult Ed
    1. In person and virtual classes
    2. Partnering with WA on Skill Up, ESOL program- customer service and health training
  - ii. Tom Gaudiso, Gateway CC, new position! Will share new SNAP Kandace Murray is the new SNAP E&T Coordinator at Gateway - kmurray@gatewayct.edu coordinator
  - iii. Caleb Rodriguez, APT Foundation
  - iv. Daisha, APT Foundation Long Wharf clinic, Yale Behavioral Health Employment Specialist
  - v. Andrea, APT homelessness focus
  - vi. Thelma Wainwright, Supervisor Hamden AJC, Connect clients and get them back to work
  - vii. Lorna McLeod
  - viii. American Job Center outreach team – set up resource table or overview of AJC services
- b. *Question for Adult Ed:* Do you offer services for those with a high school diploma but need a skills refresher? No, unless they graduated from New Adult Ed. Working on some things though to possibly have some programs

#### 3. Future Topics – 10 mins Zoom

- a. Next few meetings will be focused on inter-agency referrals (current process, what works, what doesn't, how can we improve and streamline)
- b. Asked what future topics would like to be shared/discussed
  - i. Area Labor Market information was top choice
  - ii. Racial Equity in the Workforce System
  - iii. Family-Centered Services
  - iv. Trauma-Informed Services

v. CT's 2Gen Initiative

- c. Suggestions for speakers – send contacts to [cnerone@workforcealliance.biz](mailto:cnerone@workforcealliance.biz),  
[khumphries@farnamllc.com](mailto:khumphries@farnamllc.com)

**4. Inter-agency Referral Process**

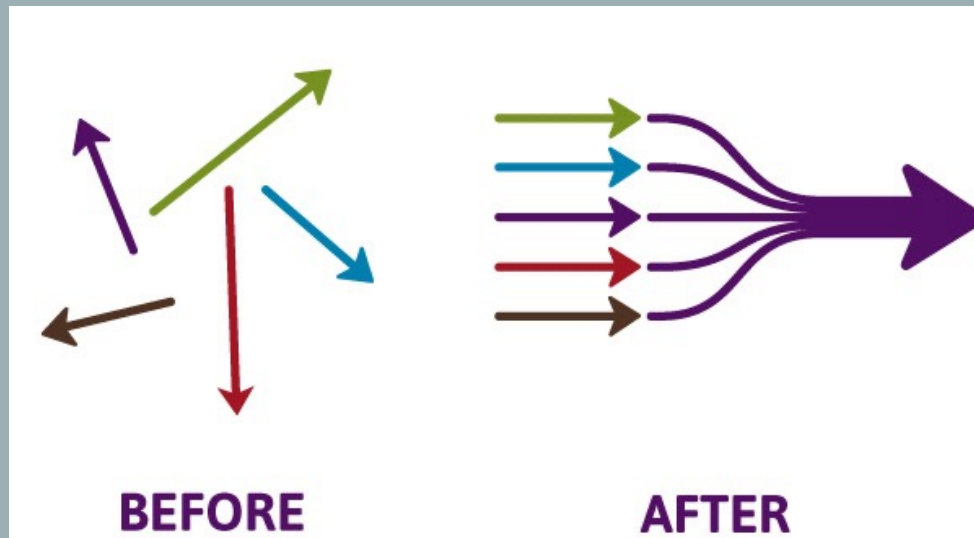
- a. Next meeting – prepare to talk about your referral process  
b. Feedback for Referral processes – considering putting together those referrals – don't make it too complicated too extensive  
c. Do you have a point person? Can we sign up on your website or registration?  
Elements of interest and importance: Online portal registration, POC, call/email/chat, submit a form

**5. Next Steps and Meeting Host**

- a. Will meet every 6 weeks starting January 2022  
b. Surveys will be sent out after meetings quarterly and as special topics require  
c. Send any updates to Keri Humphries to share with network

# GREATER NEW HAVEN WORKFORCE SYSTEM: NEW COLLABORATIVE DIRECTIONS

Opportunity to do workforce development  
differently in Greater New Haven



# BACKGROUND

- COVID changed the way we all work and connect with each other
- Racial Equity has come to the forefront across many organizations
- Opportunity for innovation and to avoid reverting to the same methods of doing things
- New workforce development resources coming into the system

## BACKGROUND

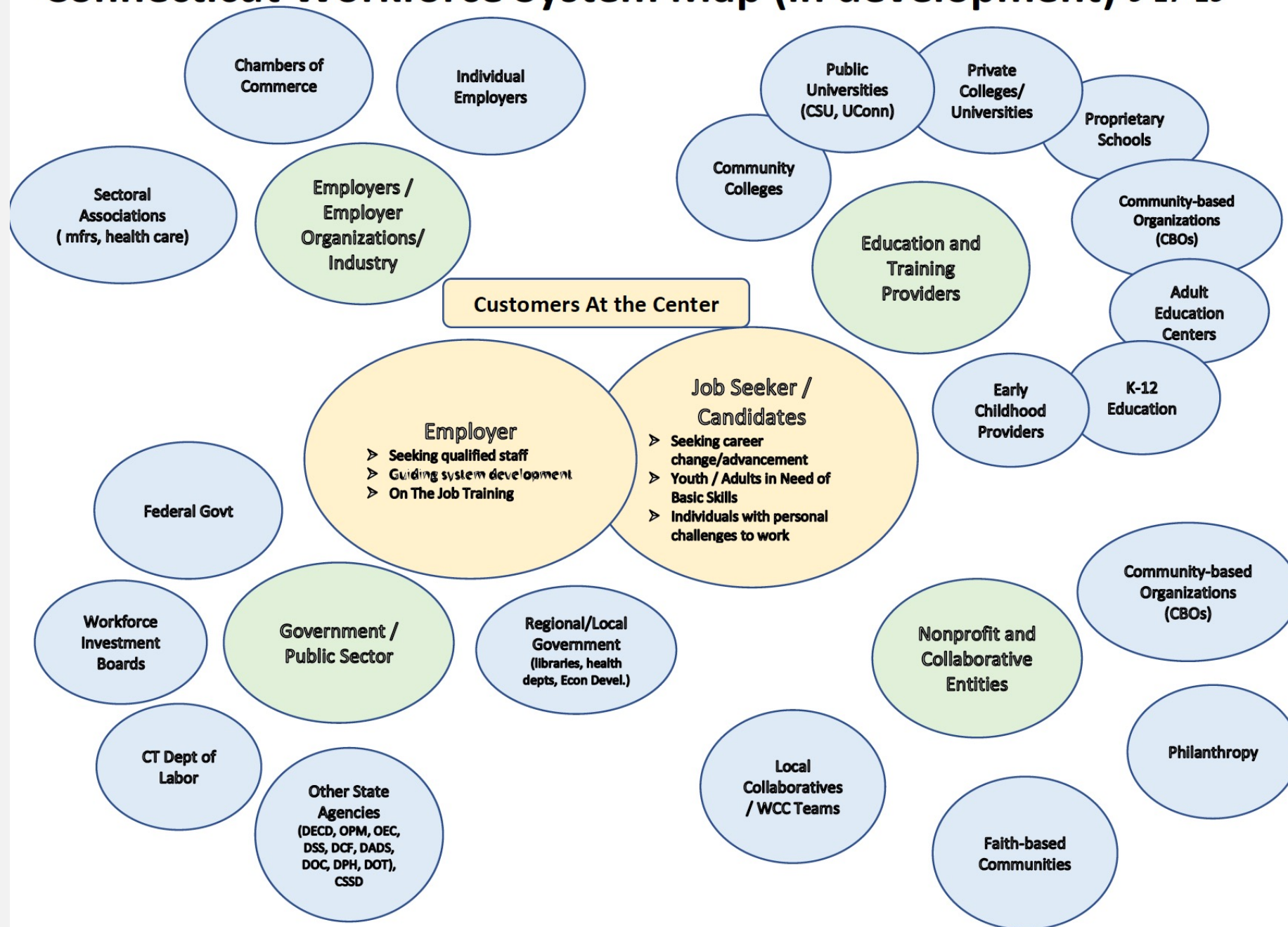
- South Central Partners have been meeting regularly to connect, network, and work on system issues and opportunities since 2014.
- United Way of Greater New Haven, hosted a call with workforce stakeholders recently to discuss increased collaboration.
- United Way of Meriden-Wallingford has hosted a similar community conversation.
- Middletown Works has been developing a local collaboration since 2018.
- The Community Foundation for Greater New Haven Strategic Plan focuses on Career Pathways as part of their Inclusive Growth agenda.
- Governor's Workforce Council promoting new regional partnerships.

# OPPORTUNITY

## **Potential for new collaborative direction:**

- Exciting opportunity to bring together the forces involved in the workforce system in new ways to improve the system, surface issues, and develop/implement innovative solutions.
- Integrate the SCP and the UW of GNH as one effort and set of processes and structures given overlap in groups.
- Reestablish separate Meriden-Middletown SCP group due to the different constellations of actors, history, and relationships in the two areas (they could pursue a similar path).
- Not driven by any one entity but organized by WA, UW and possibly others.

# Connecticut Workforce System Map (in development) 9-17-19



# FUNDING

**Table 1: Federal and State Funds for Workforce Development, Connecticut.** Office of Policy and Management. September, 2019

| Agency | Account Name (Account #) | SFY19/<br>FFY19 | SFY20/<br>FFY20 | SFY21/ FFY21<br>est. |
|--------|--------------------------|-----------------|-----------------|----------------------|
|        | State Total              | 49,267,792      | 59,569,837      | 52,264,481           |
|        | Federal Total            | 73,231,513      | 70,881,495      | 70,881,495           |
|        | Total                    | 122,499,305     | 130,451,332     | 123,145,976          |

NOTE: This table reflects a broad view of the funding that supports workforce/training. It is not all encompassing. Given the definitional challenges surrounding “workforce development,” it is assumed that other entities within the state are providing services and supports that aren’t captured here ( e.g. in Education, Higher Education, CSCU, and Correction).

Before new COVID/ARPA/Bond Funds:

\$123 million invested in workforce  
development

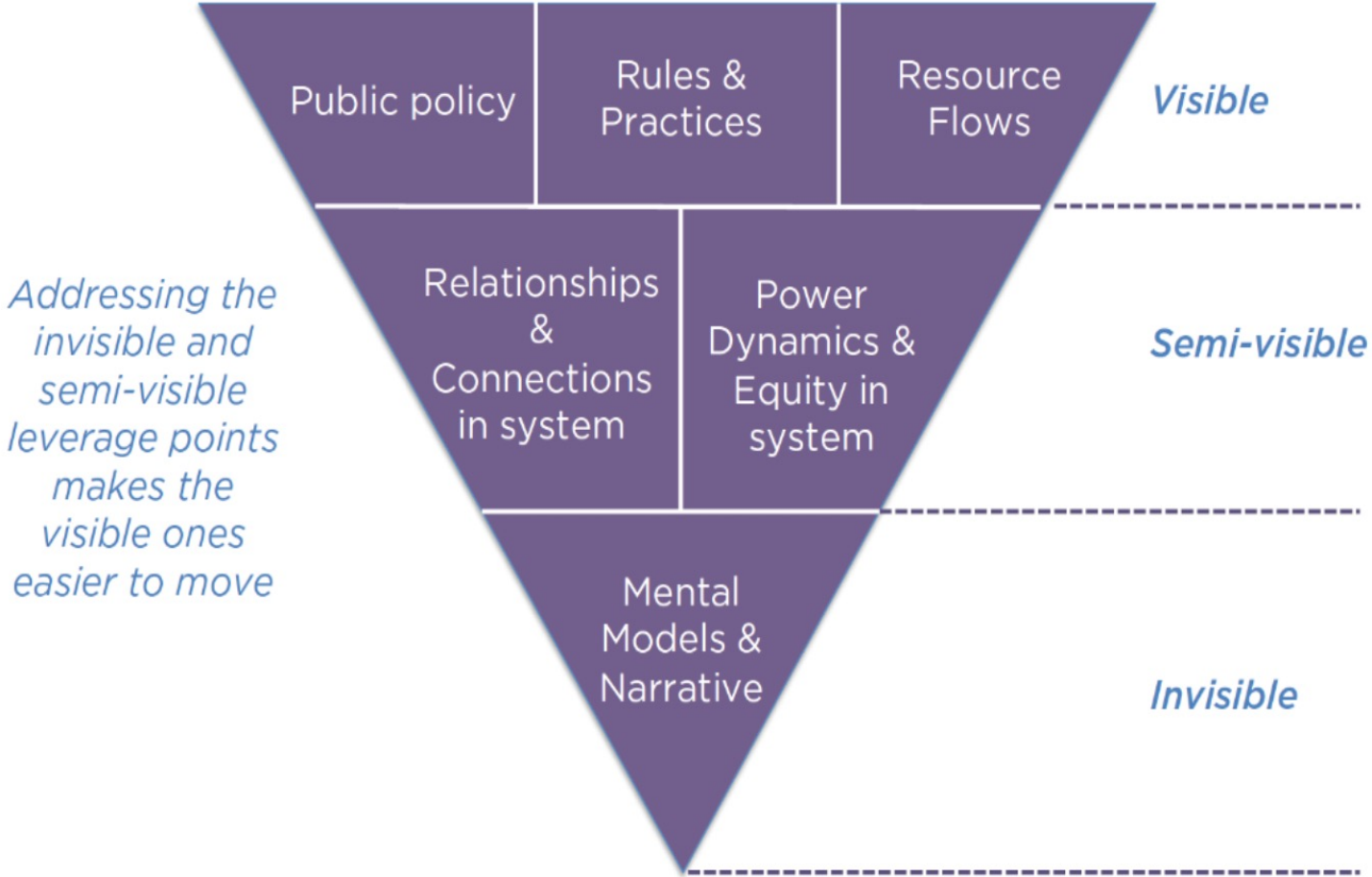
# NEEDED: FOCUS ON SYSTEMS CHANGE

**System Change:** changing the conditions holding the problem in place

The Waters of System Change

The Waters of System Change

The Waters of System Change



Source: Kramer, Kania, & Senge, June 2018, *The Water of Systems Change*, p. 4

# WHITE HOUSE GUIDANCE ON COMMUNITY COLLABORATIVES

## Success Factors:

1. Shared vision and agenda: Finding the common denominator
2. Effective leadership and governance: Keeping decision makers at the table
3. Alignment of resources toward what works: Using data to continually adapt
4. Dedicated staff capacity and appropriate structure: linking talk to action
5. Sufficient funding: Targeted investments to support what works

## What collaboratives need to thrive:

1. Increasing the visibility and legitimacy of a collaborative's work
2. Supporting policy and environmental change
3. Providing knowledge and implementation support
4. Funding for collaborative infrastructure and implementation support
5. Pushing for greater community partnership

White House Paper on Community Collaboratives, based on Bridgespan Study – [click here](#)

# CHARACTERISTICS OF SUCCESSFUL COMMUNITY COLLABORATIVES

## CORE PRINCIPLES



What type of collaborative are we talking about?

- Collaboratives with:
- Aspiration to needle-moving (e.g., 10%+) change on a community-wide metric
  - Long-term investment in success
  - Cross-sector engagement
  - Use of data to set the agenda and improve over time
  - Community members as partners and producers of impact

## CHARACTERISTICS OF SUCCESS



What do successful collaboratives have in common?

- Shared vision and agenda
- Effective leadership and governance
- Deliberate alignment of resources, programs and advocacy toward what works
- Dedicated capacity and appropriate structure
- Sufficient resources

## SUPPORTIVE RESOURCES



What do they need to thrive?

- Knowledge
- Tools
- Technical assistance from peers/experts
- Policy
- Funding

## FACTORS TO THINK ABOUT: BARRIERS TO COLLABORATION

- **Internal bureaucracies (silos)**
- **Role responsibilities (orgs)**
- **Lack of knowledge / coordination**
- **Time**
- **Leadership competition**
- **Duplication of services**
- 
- Competing priorities / short-term thinking
- Relational “baggage”
- Risk aversion
- Courage to be vulnerable
- Capacity, bandwidth
- Comprehensive list of non-profit organizations

From New Haven Discussions on Collaboration, 2014-15

[Available here](#)

# FACTORS TO THINK ABOUT: FACILITATORS OF COLLABORATION

- Commitment to honest dialogue
- Work through hard things (Can't always get what you want)
- Build relationships
- Lack of power struggle
- Out of the box thinking (not accepting status quo)
- Set higher goals, with good measures and tracking
- Possibility of focusing on benefits to clients
- Value everyone and their worth
- Need champions
- Rigor: data, standard of excellence, specify and follow through, design, measures, performance
- Courageous conversation
- Willingness to discuss topic (difficult/sensitive) in an open diverse table and not defer to a smaller table to address
- Build everyone's investment by keeping people involved/engaged by being part of solutions
- Respect everyone's interests, including \$
- Take time out to take stock (retreat)

## BREAKOUT DISCUSSION:

### **Let's build something better:**

What other collaborations/ collaborative efforts  
have worked for you?

\*

Success factors: What worked well?

Risks: What did not work so well?

# SHORT TERM GOALS

- Conduct thorough **Landscape Analysis** to understand who is doing what and for what populations and with what funding.
- Create charter for the **Greater New Haven** initiative that establishes principles of engagement, goals, process, guidelines etc.
  - Engage partnering agencies
  - Create focused task groups to work on specific issues and outcomes. Possibilities include:
    - i. Workforce Supports (flex funds, child care, transportation, housing)
    - ii. Community Engagement
    - iii. Communication
    - iv. Data
    - v. Adult Ed/Training Providers (adult ed, job corps, AJCs)
    - vi. Employers (engagement in the work, define and meet needs)
- Explore similar options for Meriden and Middletown

## NEXT STEPS

- Greater New Haven
  - Continue conversation with United Way, others
  - Developing plan to integrate groups
- Meriden/Middletown
  - Re-establish SCP Group
  - Continue community conversations with United Ways, Middletown Works

## RESOURCES RELATED TO COLLABORATION / SYSTEMS CHANGE

- Notes from New Haven Meetings on Collaboration 2014-15  
[https://drive.google.com/drive/folders/IWETFmVWLPunY4Y7LbWxtnLSF\\_AK9INIUC?usp=sharing](https://drive.google.com/drive/folders/IWETFmVWLPunY4Y7LbWxtnLSF_AK9INIUC?usp=sharing)
- National Studies Related to Collaboration and Collective Impact  
[https://drive.google.com/drive/folders/I6EGJyOyNMxJWM3\\_\\_I3McKJVbLw45p4Le](https://drive.google.com/drive/folders/I6EGJyOyNMxJWM3__I3McKJVbLw45p4Le)
- National Literature on System Change  
<https://drive.google.com/drive/folders/IcoyMflzX34ChPDEG5dnQHGBUAlfxNz9e?usp=sharing>
- Information/Reports on Ct Workforce System  
<https://drive.google.com/drive/folders/IprKpTifhpUUtIYvfbgan63THNJWr-AAI?usp=sharing>