• A tale of two cities...

“It was the best of times, it was the worst of times, it was the age of wisdom, it was the age of foolishness, it was the epoch of belief, it was the epoch of incredulity, it was the season of Light, it was the season of Darkness, it was the spring of hope, it was the winter of despair, we had everything before us, we had nothing before us…” Dickens, 1859

• Poverty and Inequity

• The New CEO – The Eternal Optimist and the Right Place at the Right Time
  • Resource “constrained”
  • Got on every board I could…
COLLEGE PROFILE
ZIP CODES MATTER

- My Institution – Capital Community College
- Fall 2020 – HC 2,718, FTE 1413
- 36% Black, 29% Hispanic, 23% Caucasian, 5% Asian, 7% Other
- 80% Part time, average age 28, 71% female and 29% male

<table>
<thead>
<tr>
<th>Zip Codes</th>
<th>Census</th>
<th>Median Age</th>
<th>% of High School Graduates or Higher</th>
<th>Median Household Income</th>
<th>Individuals Below Poverty Level</th>
<th>Hispanic or Latino of Any Race</th>
<th>Black or African American</th>
<th>White</th>
<th>Renter Occupied Housing Units</th>
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</thead>
<tbody>
<tr>
<td>Hartford</td>
<td>06106</td>
<td>39,902</td>
<td>31.2</td>
<td>68.5%</td>
<td>$32,550</td>
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<td>81.0%</td>
<td>8.9%</td>
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<tr>
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<td>19,392</td>
<td>32.7</td>
<td>80.7%</td>
<td>$32,126</td>
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<td>Hartford</td>
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<td>40.7%</td>
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<tr>
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<td>85.9%</td>
<td>$54,843</td>
<td>10.3%</td>
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<tr>
<td>Bloomfield</td>
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<td>50.2</td>
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<td>$73,593</td>
<td>6.7%</td>
<td>5.6%</td>
<td>57.5%</td>
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<tr>
<td>New Britain</td>
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<td>$32,556</td>
<td>29.0%</td>
<td>49.5%</td>
<td>16.0%</td>
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<tr>
<td>Windsor</td>
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<td>43.6</td>
<td>92.3%</td>
<td>$89,429</td>
<td>4.8%</td>
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<td>34.4%</td>
<td>54.7%</td>
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<tr>
<td>West Hartford</td>
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<td>12,650</td>
<td>38.2</td>
<td>87.4%</td>
<td>$67,118</td>
<td>11.2%</td>
<td>20.9%</td>
<td>11.3%</td>
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<tr>
<td>New Britain</td>
<td>06053</td>
<td>34,863</td>
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<td>84.3%</td>
<td>$49,032</td>
<td>19.8%</td>
<td>28.3%</td>
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<td>69.2%</td>
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<tr>
<td>Manchester</td>
<td>06040</td>
<td>35,306</td>
<td>35.6</td>
<td>91.8%</td>
<td>$60,906</td>
<td>14.2%</td>
<td>13.7%</td>
<td>13.7%</td>
<td>71.2%</td>
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<td>Newington</td>
<td>06111</td>
<td>30,562</td>
<td>44.9</td>
<td>91.1%</td>
<td>$79,181</td>
<td>4.8%</td>
<td>7.6%</td>
<td>3.5%</td>
<td>86.5%</td>
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<tr>
<td>Wethersfield</td>
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<td>92.5%</td>
<td>$81,452</td>
<td>5.3%</td>
<td>8.2%</td>
<td>3.1%</td>
<td>89.5%</td>
</tr>
</tbody>
</table>
The Demand...

CT Goal: 70% of all adults to have post secondary education beyond high school;
Hartford County: 61% percent of individuals in Hartford County aged 18-24 are at this level.

Four out of five jobs lost during the recession were those requiring high school education or less. Those low-skill jobs have been replaced by jobs that require specialized training and skills.

Middle skill occupations requiring post-secondary education, apprenticeships, or moderate- to long-term on-the-job training include:
- Nursing Assistants
- Medical Assistants
- LPNs
- HVAC workers
- Machinists
- Carpenters

There are over 4,000 disconnected youth in Hartford, and about 13,000 in the North Central Region; and 39,000 disengaged and disconnected high school youth in Connecticut, costing the state $1-billion in untapped potential.

The Supply...

<table>
<thead>
<tr>
<th>Associate’s Degree and Above</th>
<th>Hartford County</th>
<th>Hartford</th>
<th>New Britain</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 Years old and Above</td>
<td>46.3%</td>
<td>23.2%</td>
<td>27.5%</td>
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</table>

<table>
<thead>
<tr>
<th>Unemployment Disparities</th>
</tr>
</thead>
<tbody>
<tr>
<td>16-19 Year Old</td>
</tr>
<tr>
<td>Hartford County</td>
</tr>
<tr>
<td>Hartford</td>
</tr>
<tr>
<td>New Britain</td>
</tr>
<tr>
<td>20-24 Year Old</td>
</tr>
</tbody>
</table>

Hartford County Aging Workforce - Aged 55+
- All Industries: 26.9%
- Manufacturing: 34.7%

Sources: American Community Survey 2015-19; Emsi
Capital Community College stands out in mobility

Out of all two-year colleges in the country, CCC has students from some of the most disadvantaged backgrounds.

But CCC is in the top 5% of two-year colleges nationwide in terms of the upward mobility of its students.

**Overall mobility index**

This measure reflects both access and outcomes, representing the likelihood that a student at Capital C.C. moved up two or more income quintiles.

35th out of 690 Two-year colleges

<table>
<thead>
<tr>
<th>No. 32</th>
<th>No. 33</th>
<th>No. 34</th>
<th>No. 35</th>
<th>No. 36</th>
<th>No. 37</th>
<th>No. 38</th>
<th>No. 39</th>
<th>No. 46</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lake Region State</td>
<td>Capital C.C.</td>
<td>Passaic County C.C.</td>
<td>Luna C.C.</td>
<td>Community College of Philadelphia</td>
<td>San Francisco Community College District</td>
<td>Copiah-Lincoln C.C.</td>
<td>College of the Desert</td>
<td>East Central C.C.</td>
</tr>
<tr>
<td>20%</td>
<td>28%</td>
<td>28%</td>
<td>28%</td>
<td>28%</td>
<td>28%</td>
<td>28%</td>
<td>28%</td>
<td>28%</td>
</tr>
</tbody>
</table>

A FOCUS ON EMPLOYMENT
FIRST JOB, A BETTER JOB, YOUR CAREER

- Starting with the end in mind...

- The Employment Continuum

- Effective models
  - Apprentice - Travelers EDGE and The Hartford
  - Non-credit to credit scaffolding with holistic support - BOOST, YW Career Ladders Program, etc.
  - The Power of the Collective
Catholic Charities, Inc.
Archdiocese of Hartford

Capital Community College

The United Way
Hartford Working Cities

Career Paths:
Administrative Medical Assistant
Community Health Worker

Hartford, CT.

Target population
All low-income/traditionally underserved Hartford parents

What does success look like for your partnership?
Parents have access to a seamless system that supports them to achieve education and career goals, improve their financial stability and build a foundation of an environment that establishes economic mobility.

BIG systems, organizational and/or program change goals?
Collaboration, integration and cross-sector alignment of post-secondary education, family support and workforce development that builds on strengths and uses practices informed by families, employers and data.
Utilize existing services in new ways that produce better educational, employment and financial security outcomes for Hartford families and, as a result, better child outcomes.
FINANCIAL STABILITY

- Median household income in Hartford $34,388
- Asset Limited Income Constrained, Employed (ALICE): In Greater Hartford, a family of two adults, 1 infant and 1 preschooler would need to earn a minimum of $79,512 annually to be considered living above the basic cost of living (two adults with an annual salary of $39,756).

By October 30, 2020 there were 175 medical secretary positions and 2,564 medical assistant positions available within a 25 mile radius.

https://www.careeronestop.org/Toolkit/Jobs/find-jobs-results.aspx?keyword=43-6013.00&location=06114&radius=
and https://www.careeronestop.org/Toolkit/Jobs/find-jobs-results.aspx?keyword=31-9092.00&location=06114&radius
ASPIRATIONAL GOALS
WHAT'S UNDERWAY AND UP NEXT

• Equity, Diversity, and Inclusion Center (EDI Center)
  • Holistic support and “co-habitation”
• Post COVID Landscape
  • Certain industries decimated - travel, hospitality, tourism
  • Credit and Non Credit Options for graduating high school seniors this summer
• The Power of the Collective - Capital Collaborates, March 26, 2021
  • Rachel Lipson, Project Director, Project on Workforce at Harvard University
  • Stakeholders – The College, CBOs, Municipal and State Government, Employers and Philanthropy/Foundations
  • Rules for engagement going forward, “As a coalition member, I will...“
  • Follow-up meeting (6 weeks) to solidify commitment and ideology