

Improve SUPPLY **Updated: June 2016**

STRATEGY 1: Support the development and expansion of re-engagement pathways			
Key Partners and Lead Implementer(s):			
CCER working with United Way, OSPI, King County EER, Puget Sound ESD, Seattle Education Access, as well as individual CTCs, CBOs and school districts.			
Activities	Goals/Short-Term Outcomes	Status	Progress as of June 2016
Assess re-engagement system for balance (e.g., geography, credential options, sub-group needs); identify gaps & targets	<ul style="list-style-type: none"> Landscape scan of programs and offerings Finer-grained analysis of the current supply 		<ul style="list-style-type: none"> Initial landscape scan and map developed and updated Open Doors profiles (summer 2015), ReOpp profile development, and Raikes program survey (spring 2016) provide info on offerings/need Deeper assessment of employment related offerings getting underway
Address gaps in supply by working with district, college and community-based organization (CBO) leads to support pathway start-up and expansion	<ul style="list-style-type: none"> 2,500 re-engagement “slots” by 2015 New programs in areas of geographic need All CTCs and school districts in our region participating in Open Doors Increased specialization (e.g., pop-specific) Increased options for OY <i>with</i> HS credential 		<ul style="list-style-type: none"> 2,000 Open Doors slots in the region (over 2,500 county-wide) 14 Open Doors programs in 2015-16 (up from 4 in 2013-14) All CTCs participating in Open Doors; 6 of 7 districts & Auburn exploring More but still limited differentiation (Highline College offering ELL pathway, new JJ-focused model) For older OY, HS21+ launched at King County CTCs but Bellevue For OY with HS credential: Year Up had doubled in capacity; completion coaching started at GRCC and Seattle Colleges; SEA embedded across most reengagement sites; new TechHire projects starting
Compile info to inform system-building, including further segmentation of OY population to understand need, cost	<ul style="list-style-type: none"> Next level analysis of OY needs completed Open Doors cost model developed 		<ul style="list-style-type: none"> Initial project to understand Open Doors costs/revenue generated some information; was of limited value given early implementation DSHS analysis of opportunity youth needs/barriers complete Segmentation work underway on some Open Doors enrollment data
Implications for future work: Continue to Prioritize? Change Course? New Opportunities?			
<ul style="list-style-type: none"> Supply has expanded. Increase focus on <i>improving</i> current supply (including ensuring sites offer key components such as employment training/work experience, behavioral health supports – informed by RDA findings). Continue diversifying/differentiating supply based on who programs serve well. Continue identifying gaps for sub-pops (e.g, teen parents, ELL, foster youth). Need to leverage new aligned employment related efforts (e.g., 100K initiative, Generation Work) to expand employment-related offerings within reengagement. 			

Key	
Good progress	
Medium progress	
No progress or major challenge(s)	
Completed	✓

Racial Equity Considerations or Best Practices?
Need for better data on how different youth are doing in programs (racial/ethnic subgroups and age/credit segments). Need to share effective practices (local and national) for serving specific populations, i.e. boys and men of color. Consider need for more tailored programs like ELL Excel. New programs should be developed with the specific needs of boys and men of color in mind.

STRATEGY2: Address systemic and regulatory barriers to re-engagement

Key Partners and Lead Implementer(s):

United Way, CCER, OSPI, Puget Sound ESD, WDC and individual CTCs, CBOs and school districts.

Activities	Goals/Short-Term Outcomes	Status	Progress as of June 2016
Advocate for improvements to Open Doors	<ul style="list-style-type: none"> Changes to Open Doors law or rules that facilitate expanded supply Increased alignment across district credit retrieval policies/practices 		<ul style="list-style-type: none"> 2017 Open Doors legislative priorities developed; advocacy for adoption underway Modest improvements/clarifications to open Doors rules (e.g., documentation requirements, credit deficiency calculation, new Indicators of Academic Progress approved) SBCTC and Workforce Board now have seats on Open Doors steering committee
Identify companion funding for Open Doors Advocate for policies that enable blended/braided funding	<ul style="list-style-type: none"> Open Doors programs access additional funding (e.g., BFET) Open Doors programs access other K-12 funds in addition to BEA Co-enrollment in Open Doors & WIOA 		<ul style="list-style-type: none"> Major United Way fundraising campaign underway; aligned investments in Open Doors BEA increased from \$5,755.84 to \$6,308.69 for 2015-16 school year SBCTC clarified how CTCs can braid ABE and Open Doors \$ Highline College receiving TBIP (per-student ELL \$) from district in addition to BEA State guidelines for WIOA allow for Open Doors students to be considered “out of school” for eligibility purposes P3 proposal approved; King County co-enrolling students in Open Doors and WIA King County and PSESD exploring how BFET could be braided with Open Doors
Elevate reengagement among district and CTC leadership	<ul style="list-style-type: none"> Districts establish dropout re-engagement points Puget Sound Coalition understands and prioritizes OY 		<ul style="list-style-type: none"> Not all districts have point person on dropout prevention and re-engagement; when they do, level of authority varies. Puget Sound Coalition identified OY as a priority in Compact & is briefed twice a year Significant turnover among district leadership (5 of 7 superintendents)

Implications for future work: Continue to Prioritize? Change Course? New Opportunities?

- Progress made linking to additional funding streams. Need infographic showing funding streams, purposes, blending opps and barriers.
- Deeper dive into accessing BFET to support youth employment training in the context of Open Doors/reengagement is needed.
- Need to double down on quality, outcomes, capacity building to ensure we can demonstrate the value of reengagement programs.
- Working with KC to streamline referral linkage between Youth Housing Connect and reengagement; do the same with JJ. Consider foster care system linkages.
- Need to ensure new policy related to in-school suspension options does not result in Open Doors programs serving as long-term suspension options.

Key	
Good progress	
Medium progress	
No progress or major challenge(s)	

Racial Equity Considerations or Best Practices?

Consider linking Open Doors efforts in Seattle, Kent, Federal Way to those districts’ emerging focus on accelerating achievement for boys of color to ensure resources and attention include these schools and districts are considering multiple pathways to graduation in their plans.

STRATEGY 3: Establish shared vision and identify and develop shared structures that link pathways into a system

Key Partners and Lead Implementer(s):

CCER, King County EER, Regional network steering committee (SEA, KCEER, iGrad/GRC, Acceleration Academy, FareStart, Goodwill)

Activities	Goals/Short-Term Outcomes	Status	Progress as of June 2016
Facilitate and staff community of practice for re-engagement providers	<ul style="list-style-type: none"> Regional network of providers established, meets monthly Increased referrals across programs Re-engagement program directory live by summer 2015 		<ul style="list-style-type: none"> Regional community of practice has met monthly since Oct. 2014 Program and total attendance has increased steadily; feedback consistently positive Steering committee established summer 2015 to help identify themes, speakers and build agendas System membership and commitments formalized in early 2016 Member directory and newsletter launched summer 2016
Develop shared framework that includes the range of desired pathways and features of effective pathways	<ul style="list-style-type: none"> Develop shared framework Providers endorse and use shared framework 		<ul style="list-style-type: none"> Program-level shared values and framework drafted in late 2014 to establish commonalities across group; many programs involved Increasing interest in and ownership of the JFF Back-on-Track framework (aligns well with shared framework developed initially but includes research-based tools, examples, etc.)
Identify areas where shared structures might help, pilot shared structures and review results	<ul style="list-style-type: none"> Programs adopt shared practices and make necessary organizational changes Regional re-engagement function(s) developed to connect youth to best pathways 		<ul style="list-style-type: none"> Program leaders identified outreach/marketing as shared priority Regional outreach strategy launched 10/15 (see strategy 6) Data capacity scan completed. Interest in utilizing King County database growing across programs; exploring feasibility. Support for system and outreach managers secured 10/15

Implications for future work: Continue to Prioritize? Change Course? New Opportunities?

- Progress building a network/community of practice. Need to continue identifying and sharing best practices and improvement goals and efforts.
- Shared network-level targets could help build cohesion, urgency (with clear link to Reconnecting Youth goals).
- Leverage growing interest in the JFF Back-on-Track model and use as an anchor for program and system-level improvement planning.

Key	
Good progress	
Medium progress	
No progress or major challenge(s)	
Completed	✓

Racial Equity Considerations or Best Practices?

Ensure regional outreach strategy builds on grassroots community expertise and includes culturally relevant messages, materials, etc. Review JFF's Back-on-Track model with a racial equity lens. Intentionally use regional network meetings as a space to address how programs can better meet the needs of youth of color. Need to help programs hire staff who represent the youth they serve.

STRATEGY 4: Develop shared continuous quality improvement tools and processes

Key Partners and Lead Implementer(s):

CCER, King County EER, BERK, PSESD, SEA, Raikes Foundation, United Way, Jobs for the Future

Activities	Goals/Short-Term Outcomes	Status	Progress as of June 2016
Develop shared tools and processes for collecting and using data for quality improvement	<ul style="list-style-type: none"> Providers endorse and utilize a shared definition of quality 		<ul style="list-style-type: none"> JFF's Back-on-Track framework identified to anchor program design and improvement efforts. Growing interest and buy-in across the network.
Secure professional development on quality practice for re-engagement staff	<ul style="list-style-type: none"> Providers participate in a data-driven quality improvement cycle, using common tools for measuring quality & outcomes Providers participate in a series of PD/training aligned with quality assessment definition/tool 		<ul style="list-style-type: none"> Monthly regional network meetings and occasional workshops (racial equity, youth mental health) have offered PD "light" Funding secured to offer technical assistance/PD strategy across network, based on Back-on-Track model. Data capacity review completed with Open Doors programs; pointed to significant challenges related to data collection, reporting and use but strong interest in using data for program improvement. Exploring feasibility of programs opting into King County EER database.
Ensure all pathways offer or link to employment supports and postsecondary bridging	<ul style="list-style-type: none"> All pathways offer or link to several core components: postsecondary navigation; employment training/experience; wrap-around supports. 		<ul style="list-style-type: none"> Increased buy-in across network in college/career culture Significant expansion of postsecondary navigation within Open Doors 100K and Generation Work initiatives launched in alignment with reengagement system-building efforts New employment-focused position created at King County, to begin summer 2016.

Implications for future work: Continue to Prioritize? Change Course? New Opportunities?

- High priority going forward, and momentum growing. Though SIF funding is helping to build postsecondary focus and support across programs, progress has been more limited in terms of more general quality improvement.

Key	
Good progress	
Medium progress	
No progress or major challenge(s)	
Completed	✓

Racial Equity Considerations or Best Practices?

Programs need and want strong PD related to cultural competence and effectively supporting youth of color. We need to bring a racial equity lens to the technical assistance/PD strategy as it is developed and implemented in partnership with JFF.

STRATEGY 5: Monitor system reach and outcomes

Key Partners and Lead Implementer(s):

CCER with Road Map Data Advisors, King County EER, United Way

Activities	Goals/Short-Term Outcomes	Status	Progress as of 12/6/15
<p>Identify key system outcomes and targets</p> <p>Identify data needed to monitor outcomes</p> <p>Review disaggregated data whenever possible to keep a focus on disproportionality and progress of sub-groups</p>	<ul style="list-style-type: none"> Opportunity youth indicators are established with a baseline report in 2014; corresponding outcome targets are set and reported on regularly Providers endorse and regularly report on common outcome metrics 		<ul style="list-style-type: none"> OY indicators (community-level and reengagement system level) developed with input from RMP data advisors and work group. Baseline data was included in 2015 results report (in early 2016) Targets developed for United Way RY effort, SIF grant (both with specific racial equity metrics) and Raikes proposal. Quarterly network member data request initiated and first quarter reports generated for participating agencies. Effort to set targets with programs initiated spring 2016; baseline two-year outcome data in hand from some programs.
<p>Review data on participation, quality and outcomes to inform system design and performance</p> <p>Review disaggregated data whenever possible to keep a focus on disproportionality and progress of sub-groups</p>	<ul style="list-style-type: none"> Program persistence and completion (stick rate) increase. Postsecondary enrollment, persistence and completion increase 		<ul style="list-style-type: none"> Data capacity review completed with Open Doors programs; pointed to significant challenges related to data collection, reporting and use but some commonality in terms of metrics and strong interest in using data for program improvement and increased alignment. King County EER exploring feasibility of Open Doors programs opting into their database. Raikes and BERK survey estimated current program output/outcome/cost data Limited progress helping OSPI strengthen state-level data collection.

Implications for future work: Continue to Prioritize? Change Course? New Opportunities?

- Data work has been slow, especially at program/system level. Open Doors programs focused on managing administrative and compliance challenges; most do not yet have a useful flow of information for program improvement. BERK report generated useful documentation and recommendations for moving forward.
- Ready to move forward with system targets (% of youth completing HS within two years, % enrolling in postsecondary, etc.) to build shared ownership over improvement goals.

Key	
Good progress	
Medium progress	
No progress or major challenge(s)	
Completed	✓

Racial Equity Considerations or Best Practices?
Be consistent about disaggregated reporting of OY indicator data. Look at the rate at which different sub-groups leave school vs. re-engage, not just how successful programs are with sub-groups once they re-enroll. When developing reports, slides, etc., use Casey Race Matters tool on reporting data using racial equity lens. Include specific racial equity metrics within target setting.

STRATEGY 6: Develop and implement opportunity youth outreach strategies (including youth-led strategies)

Key Partners and Lead Implementer(s):

CCER, King County Youth Advisory Council/SOAR, KC EER, Reel Grrls, YDEKC/211

Activities	Goals/Short-Term Outcomes	Status	Progress as of 12/6/15
Explore regionalizing outreach/marketing for re-engagement programs	<ul style="list-style-type: none"> Regional outreach function(s) will be established 		<ul style="list-style-type: none"> Funding secured in 2015 via Raikes and P3 (WDC) to support regional outreach; funding from United Way in 2016 for peer connectors. Regional outreach manager and two Americorps hired, fall 2015 www.reopp.org launched, with social media strategy, in spring 2015. ReOpp team has received 267 referrals, connected 205 youth to programs, and confirmed re-enrollment of 118 since November 2015
Implement youth-led peer outreach to raise awareness and connect youth to pathways	<ul style="list-style-type: none"> Series of short videos featuring different youth stories and different re-engagement pathways developed by youth 		<ul style="list-style-type: none"> Youth hired and trained, developed 3 videos developed for Open Doors programs with unfilled seats Input gathered from King County Youth Advisory Council on re-engagement campaign language, messages and images Peer connector strategy developed and funded, summer 2016
Design compelling communications and community engagement activities Develop accessible, regularly updated directory of re-engagement pathways	<ul style="list-style-type: none"> Pilot community-based re-engagement summits or other peer outreach strategies Online directory of re-engagement programs is live by summer 2015 		<ul style="list-style-type: none"> 2016 outreach work plan developed by King County Re-engagement program list managed by CCER transitioned to county outreach team, broadened and updated regularly Funding secured to develop re-engagement communications materials to support regional outreach. www.reopp.org launched with “explore your options” page 27 programs included in www.youthprogramdirectory.org
Document current district and college practices for reaching out to students who have left without finishing; Identify and share promising practices	<ul style="list-style-type: none"> Every district has a mechanism to reach out to students who leave without completing, possibly linked to EWIS By fall 2016, attempt is made to reach out to every “D” or “U” from all Road Map districts 		<ul style="list-style-type: none"> Kent, Federal Way provide D/U lists regularly to iGrad and Acceleration Academy. Renton and Tukwila have shared list with County but not regularly. Not clear on Seattle, Auburn, Highline. Learning from other cities (Portland on annual late fall door-knocking campaign focused on September no-shows; CO Youth for a Change)

Implications for future work: Continue to Prioritize? Change Course? New Opportunities?

- Need to maintain and expand youth involvement in this work. Peer connector project great opportunity to do that; need to support strong implementation.
- Need to step up focus on district engagement now that dedicated staff are in place, and increase focus on linkages to early warning/prevention.

Key	
Good progress	
Medium progress	
No progress or major challenge(s)	
Completed	✓

Racial Equity Considerations or Best Practices?

Involve and support CBOs as partners in outreach work, including grassroots organizations with strong ties to specific ethnic communities. Ensure youth voice increases in the development of outreach and communications efforts.

