

North Hartford Promise Zone

Executive Summary

The proposed North Hartford Promise Zone (NHPZ) is an unprecedented, collaborative urban renewal effort being led by a committed cast of key local and regional stakeholders. Currently, 23,950 children, adults, and families reside within the proposed NHPZ's 10 contiguous census tracts in Hartford's Clay Arsenal, Northeast and Upper Albany neighbourhoods. The NHPZ is predominately African American and Latino with a poverty rate of 49.35% and despite the significant existing investments made by multiple funders, the City of Hartford's ability to successfully drive economic growth within one of the country's most impoverished neighbourhoods will be contingent upon the collaborative framework and multiple support mechanisms provided by a Promise Zone designation. As part of ongoing municipal and regional planning efforts, the proposed NHPZ goals include:

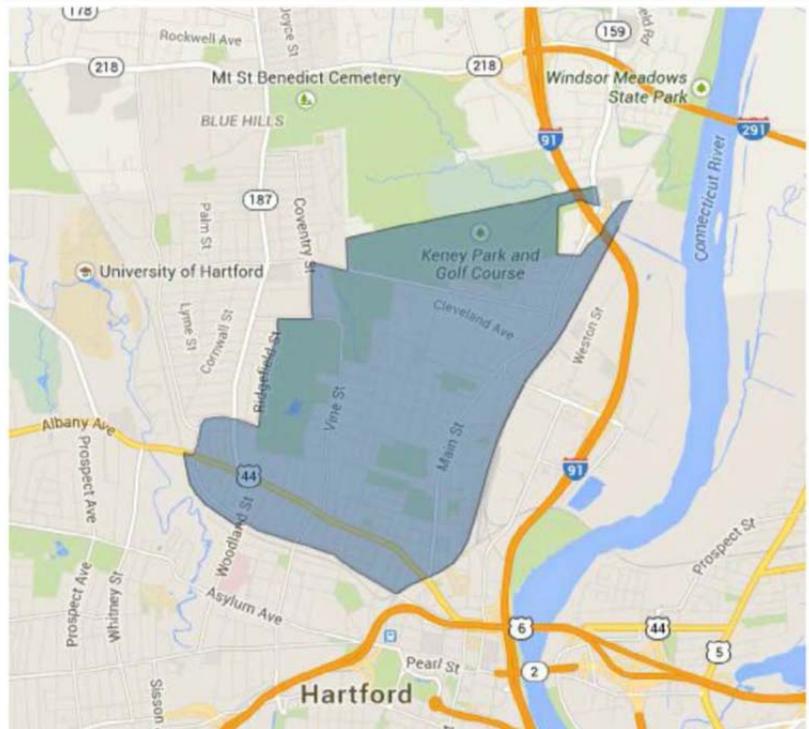
1) Create Jobs: Increase resident's income and long-term job retention by restoring the former Swift Factory as a mixed-use community hub that will create at least 250 permanent jobs and draw additional investment capital to the area;

2) Economic Activity: Attract and retain businesses in the NHPZ commercial corridors by promoting business growth and by developing suitable commercial and mixed-used sites;

3) Reduce Serious/Violent Crime: Reduce crime and improve community safety to advance neighborhood revitalization by expanding outreach services to neighborhood ex-offenders and at-risk youth;

4) Educational Opportunities: Increase the number of high school graduates that are college and career ready by expanding student achievement and job readiness related activities;

5) Affordable Housing: Increase the number of residents living in quality, affordable, sustainable housing by expanding rental and homeownership programs; **6) Health/Wellness:** Improve emotional and physical development of high-risk children and families by increasing access to behavioral health services, healthy food systems and physical activity.



Section I - Lead Applicant Eligibility

Leadership Support: Local Official

Name: Pedro E. Segarra

Title: Mayor

Jurisdiction: City of Hartford

Leadership Support: Additional Officials: US Senator Chris Murphy; US Senator Richard Blumenthal; US

Congressman Larson; US Senator Eric Coleman; State Rep. Brandon McGee ;State Rep Doug McCorry

Qualifying Criteria and Need Criteria Data

Overall Poverty Rate 49.35

Population 23930

Employment Rate 72.56

Part 1, Serious and Violent Crime Rate for 2011-2013 66.2

Section II– Selection Criteria: Qualifying Criteria

Attached Proposed Promise Zone Map

Section III – Selection Criteria: Need

Once home to a mix-income community, with a strong manufacturing base, the North Hartford Promise Zone (NHPZ) is an important entry corridor into the City's downtown that is now characterized by **pervasive poverty** (49.35% compared to the City's 33.9% and State 10%), **low employment** (72.56% compared to the City's rate of 83.6%)¹ **violent crime** (the area's Part I violent crime rate per 1,000 residents is 66.2, compared to the City's rate of 53.9 from 2011-2013)², and **food insecurity**. The NHPZ's socio-economic sharp decline began after WWII with the construction of a major highway, Interstate 84. The highway's location divided the City in half and therefore, isolating the NHPZ from the economic activity of the downtown. Even more devastating, were the race riots in 1968 that resulted in massive arson, destroying the majority of North Hartford's commercial strip. Today, the NHPZ has yet to recover from this economic down turn and stands in sharp contrast to the wealthy suburbs found just a few miles away.

The NHPZ's 10 contiguous census tracts that include Clay Arsenal ,Northeast and Upper Albany neighborhoods are home to 23,930 children, adults and families living within the NHPZ's 3.11 square miles (2.18 developed and 0.93 open space). Well-paying job opportunities are scarce and households in NHPZ are disproportionately low-income with the average per capita income being only \$12,099 annually as opposed to \$16,286 for the City and \$37,726 for the State.³ Hartford's weak housing market has resulted in low rental and real estate prices and high residential vacancy rate which stands at 10.96% in the NHPZ (compared to surrounding area at 2.60%).⁴ In the NHPZ area there is not one full-service grocery store providing fresh foods. Among Hartford's 17 neighborhoods, this small area ranks highest in several preventable illnesses: obesity, heart disease, infant and neonatal mortality, and infections. The emergency department at nearby Saint Francis Hospital is the primary source of health care for this largely Medicaid-insured population.

Section IV – Part A: Needs and Assets Assessment

1) Promise Zone Need. The proposed NHPZ is a place of contradictions, seemingly equal parts opportunities and obstacles. A large historic park provides 694 acres of green space, but it is seldom used as fear of crime keeps residents from traveling through the park. In 2013, 41% of the City's gun violence, 66% of robberies, 33% of aggravated assaults and 39% of homicides took place in the NHPZ and a total of 751 youth were involved in crimes of which 24% were committed in the NHPZ: a third of these youth were NHPZ residents.⁵ Hartford is also home to a disproportionate number of Connecticut prison population. Approximately 23% of the 16,594 offenders residing in CT Department of Correction facilities declared Hartford as their town of residence and a total of 622 registered sex offenders were living in the city as of January 1, 2014.

Though the neighborhood is vibrant with many cultures predominantly Latino (28%) and West Indian/African American (72%), it is one of the poorest in the country. Residents' per capita income is \$12,099 as opposed to \$16,286 for the City⁶. Sixty-one percent of NHPZ households have children under the age of 18, and 72% have women heads of household.⁷ Only 38.3% of residents have a high school degree. In 2013 the Police Department reported that Hartford had a total of 106 abuse and neglect reports of which 26% were in the NHPZ. Additionally, that same year it had 29% of arrests due to domestic violence in the NHPZ area. On over 50 streets, one would find 20 corner stores, a small grocery, but not one sizable market. The area has five food pantries and three soup kitchens. This inadequate and insufficient food environment leads to adverse public health outcomes.

2) Promise Zone Assets. The proposed NHPZ will use the area's assets, including its proximity to the City's downtown, strong anchor institutions like University of Hartford, the Upper Albany Main Street Merchants Association, and the former Swift Factory to support the creation of jobs, increase economic activity, improve educational opportunities, reduce violent crime, and leverage private and public investment in this area of high need. To target crime, the City received a 2014 *COPS Grant* to hire 15 entry level officers, many of whom will be assigned to the NHPZ area. In 2014, it also received \$3.9 million from the *HUD Lead Hazard/Healthy Homes Grant* that will target the NHPZ. In addition, the NHPZ is positioned to benefit from economic development ideas generated through the EDA's Strong Cities, Strong Communities Challenge (SC2). Hartford was only one-of-three cities selected to launch SC2 with the intent of making Hartford a city that serial and second-stage entrepreneurs start companies and grow them with ease.

The City has demonstrated its commitment to the development and revitalization of the NHPZ area with significant infrastructure investments such as: Downtown North (DoNo) Redevelopment (\$4.25 million), the Northeast Neighborhood Center (\$4.25 million); Albany/Woodland Redevelopment (\$1.3 million), Sigourney/Homestead Redevelopment (\$900,000), Restoration of Keney Park (\$5 million), and Upper Albany Revitalization (\$7 million).⁸ The NHPZ is also poised to leverage existing federal, state, local investments in transportation and economic opportunities associated with transit-oriented development (TOD). For example, in 2012, the City received \$10M through the federal *TIGER IV Grant* to improve transit to the Greater Hartford region's employment centers. This is expected to offer much-needed help to the NHPZ as many residents lack private transportation. While bus service is available, infrequency between stops (40-42 minutes) in the NHPZ prevents residents from having quick and timely access to downtown Hartford and other job centers. CT Governor Dannel Malloy sees the project as an important way to make surrounding neighborhoods, like the NHPZ, more vibrant and accessible via clean/efficient transportation. The Federal designation of the NHPZ will enable further integration of these initiatives and make new, material improvements to the community's economic health and residents' quality of life. The small size of the NHPZ area will make the Promise Zone (PZ) implementation plan more manageable for partnering organizations.

Section IV-Part B: Promise Zone Plan

1) Rational for setting priorities among the different goals and activities and points of synergy.

There are organizations currently doing effective work in the NHPZ; however, these efforts historically have not been connected to each other. The PZ application process has brought organizations and coalitions together to collaborate in reaching higher level goals and ensure there is effective, efficient use of resources toward a shared community vision. The centerpiece of the NHPZ is the former Swift Factory, which for over 100 years was a leading source of gold leafing for state capital buildings and historic landmarks across the country. In 2004 the factory shut its doors for the final time and an area already in distress fell on even harder times. The NHPZ plans to prioritize the revitalization of the factory building as a hub for employment, entrepreneurship and health care services.

The redevelopment of the former factory will be the **first priority** for the NHPZ under the sub-goals, as the complex will be the anchor for transforming the NHPZ into a safer, healthier, more prosperous community. The former factory proposes to house affordable space for light manufacturing/craft businesses; a branch of the

Hartford Public Library; financial empowerment services; a community food center/commercial kitchen, and a health clinic. The vacant land surrounding the former factory has already been repurposed and is now the site of the Five Corners Urban Farm, a partnership between Hartford Food System, Knox and Northeast Neighborhood Partnership. Farming will be expanded at the site to include a rooftop hydroponic operation. The former factory will create or be the catalyst for at least 250 permanent jobs and draw additional investment to the NHPZ to improve housing, infrastructure, access to health care, and resident support services. The factory restoration is part of a larger NHPZ transformation effort that links the activities and investments of over 40 organizations.

To complement the rooftop hydroponic growing facility at the former Swift Factory, that will support year round jobs in agriculture, the NHPZ will be supported by amendments to zoning codes to remove barriers to urban agriculture and amendments to the City's tax code to provide tax incentives to private property owners who may collaborate with NHPZ non-profits to develop urban farming operations on their property. To address access to healthy and whole foods the NHPZ will assist small retailers in creating a buying collaborative to secure better prices for fresh produce, creating a link between local farmers and groceries to improve the quality and availability of fresh produce. Since obesity affects many areas of health and as children's eating habits are learned early, the NHPZ will target early learning centers and family centers, in addition to the food center at the former Swift Factory, to educate families on nutrition. The NHPZ will also improve emotional and physical development of high-risk children and their families through the expansion of the Child First Model, an evidence-based home visitation model.

The former Swift Factory has become **the catalyst and point of synergy** for the PZ goals and activities. Besides the revitalization of the former factory the NHPZ will acquire underutilized and blighted commercial and industrial sites and prepare them for reuse. Residents in the NHPZ are currently underserved by retail and are required to drive to find basic retail services including sizable food markets and pharmacies. A city study of the NHPZ determined that there is a demand for 163,000 square feet of additional retail development.⁹ This development would produce \$59 million in sales, and by 2017 it would generate up to \$62 million in gross sales.¹⁰ To further assist with the economic revitalization of the area the NHPZ will develop and coordinate homeownership opportunities and provide developer/builders with gap financing allowing the construction of single family homes and owner-occupied multi-unit homes.

To complement the job creation activities at the former factory the NHPZ will improve residents' access to post-secondary education and workforce training opportunities for youth and adults. It will expand the region's Jobs Funnel program to provide education, pre-employment preparation and job training and placement in construction, green jobs, energy efficiency and weatherization. The NHPZ will ensure that residents accessing services offered through the American Job Center (located in the proposed PZ) will also be connected to the financial education coaching, counseling and benefits income screening services to be offered at the Swift complex.

To meet the specific needs of disconnected young adults, the NHPZ will expand its *Hartford Opportunity Youth Collaborative (HOYC)*. The initiative assists youth in completing their high school diploma through career pathways and increasing participation in post-secondary education. HOYC targets young adults between ages of 16-24 who do not have a high school diploma, or who have a high school diploma but are not in school and not working. The NHPZ will leverage this investment along with other partnerships committed to strengthening and deepening the work of college and career readiness inclusive of such partners as Hartford Public Schools, Capital Workforce Partners (CWP), City of Hartford, Hartford Consortium of Higher Education, Hartford Foundation for Public Giving, Achieve Hartford! and United Way of Central and Northeastern Connecticut.

NHPZ will also focus on the workforce needs of parents /caregivers of these young adults through efforts of the American Job Center, CWP and Workforce Solutions Collaborative of Metro Hartford, the latter focusing on helping job seekers/incumbent workers progress to family sustaining employment in health care, manufacturing and transportation, distribution and logistics.

NHPZ will expand its current public safety activities to facilitate neighborhood revitalization. A new police sub-station will be developed in the heart of the NHPZ area. This sub-station will assist the Hartford Police Department (HPD) in increasing the accessibility of officers to the community and reduce feelings of insecurity by residents and potential investors. HPD will expand programs designed to reduce violent offending by focusing on those most serious and highest risk returning offenders and provide programs for justice involved youth.

2) PZ plan will benefit from broader regional economic development. The proximity of the NHPZ to downtown Hartford's transit points creates an opportunity for connection to the CTfastrak system. This Bus Rapid Transit system will connect public transit in Hartford to suburban towns using a 9.4-mile guideway. Although this service will cater to many suburban commuters travelling to the center of downtown Hartford, NHPZ residents will have rapid access to two additional colleges, as well as regional health centers and the economic opportunities associated with both. The CTfastrak is primarily funded through \$455 million in Federal Transit Administration (FTA) commitments. As the State of Connecticut partners with the federal government to address long-term transportation improvements, NHPZ residents will no longer be as confined in accessing economic opportunities because of lack of a personal vehicle or transportation. Additionally, plans for a New Haven/Hartford/Springfield Intercity Passenger Rail - that will run right through the NHPZ - will also provide transit to employment opportunities at Bradley International Airport and surrounding commercial developments, as well as other regional employment hubs. This connection to mass transit will assist the long-term development of the NHPZ.

The Capital Region Council of Governments (CROG) has created a Capital Region Jobs Access Task Force of which the City of Hartford is a member. The Jobs Access Task Force has added transit connections for NHPZ residents through their Tower Avenue Crosstown project – running through the heart of the NHPZ – which connects NHPZ residents to employment hubs in Bloomfield, Windsor, South Windsor and Manchester, and the Bradley Flyer, providing a transit connection for residents to access employment opportunities at the airport.

3) System of accountability, and ability to share, and use data for evaluation. To ensure accountability of the NHPZ plan an Advisory Committee has been formed to provide oversight of the NHPZ goals and activities. Key project tasks will be divided among five Promise Team areas of focus. All NHPZ implementing agencies have experience using technology to track metrics, and have mechanisms in place to promote access to data in a way that protects privacy such as informed consent procedures, staff training and password protected data access. The collection and evaluation of data will be a shared responsibility amongst the Hartford Metro Information Services (MHIS) and the Connecticut Center for Advanced Technology (CCAT). These agencies will present data reports at team meets and advisory committee meetings, in order for all stakeholders to evaluate the needs and progress of the initiative, and take steps for course correction. Once PZ designation has been achieved the Advisory Committee will create a plan and timeline for finalizing the intended outcomes, metrics for measuring progress towards those outcomes, and timelines for when each metric will be measured and when milestones and outcomes will be achieved.

Section IV-Part C: Promise Zone Sustainability and Financial Feasibility

Long-term sustainability of the NHPZ will be achieved through a braided funding stream of local, state, federal, private investment and private philanthropic support, as well as an increased volunteer base to build the sustainable community development strategies identified. Below is information on funds that will be leveraged and projection of funding needed over the next five years:

Creating Jobs: The NHPZ has already secured \$2 million for the former Swift Factory Restoration. This funding includes environmental assessment and remediation grants and loans administered by the State of Connecticut DECD and grants from MetLife, Travelers, Connecticut Trust of Historic Preservation and Newman's Own Foundation. An additional \$12 million is needed to complete the restoration. Funding sources include New Market Tax Credits, Federal and State Historic Rehabilitation Tax Credits, government grants, and low interest loans.

Increase Economic Activity: The City has committed \$10 million to the NHPZ for façade and streetscape improvements, property acquisition and cleanup, and the City has already secured an additional \$38.8 million from State grants. Over the next five years the NHPZ will need \$37.5 million for acquisition and cleanup and improvements of vacant property. Funding will come from city appropriations, state grants and Federal brownfield cleanup grants.

Health and Wellness: The REACH (Racial and Ethnic Approaches to Community Health) Coalition has received a grant for \$75,000 from the National CDC initiative to eliminate racial health disparities and The Village for Families & Children (The Village) has received \$105,735 in grant funding from the Department of Children and Families for the implementation of the Child First program. The NHPZ will need \$8 million in funding to implement activities that will improve the emotional and physical development of high-risk children and families. Funding will be sought from federal, state and city sources, and from private philanthropy.

Reduce serious and violent crime: Funding has already been secured through city appropriations for the development of the Police Substation in the amount of \$1.5 million, and HPD has committed \$1.5 over the next five years to staff this substation. *The Minority Youth Violence Prevention (MYvip)* is a new initiative that will focus on reducing youth violence. The program will need \$2 million over the next five years. Hartford applied in FY2014 for a MYvip grant from the Federal Department of Health. Our proposal was selected for the award however due to resource limitations it was not funded. Securing the funds under this grant will assist Hartford with the implementation of this project. To expand other HPD activities NHPZ will need \$1.7 million. Funding will be sought from federal, state and city sources, and from private philanthropy.

Affordable housing: The Hartford Housing Authority has secured \$22 million from HUD, DECD (brownfield grants) and CL&P (energy rebates) for the development of the Nelson Court low-income housing complex. NHPZ is seeking an additional \$15.5 million for its affordable housing initiatives. Funding will be sought from federal, state/city sources, private philanthropy and private investment.

Improve Educational Opportunities: To expand existing college and career readiness activities NHPZ needs \$5.3 million. Funding will be obtained from federal, state, municipal funds and private sector investments. As noted earlier, the public workforce investment system and Workforce Solutions Collaborative, a public/private partnership are also committed to ensuring that NHPZ residents are engaged in sector-based training to meet area employer needs in jobs that lead to family sustaining wages.

How a PZ designation will bolster efforts to secure additional funds. Although current neighborhood redevelopment efforts have been able to attract significant investment from multiple funders, the City of Hartford is actively pursuing innovative mechanisms for creating diverse, sustainable funding streams with more active participation from the local private sector. PZ designation will provide the necessary collaborative framework and system of accountability that is required by the private investment community. In addition, PZ designation will bolster the City's efforts to tap into Federal grant programs as the *Choice Neighborhoods, Promise Neighborhoods, and Byrne Criminal Justice Innovation* funds and therefore, support the acceleration of neighborhood development efforts currently underway.

Section V-Part A: Partnership Structure

1) Partnership structure and specific roles and responsibilities. To align the administrative infrastructure and services within the proposed PZ the lead implementing partners and supporting partners through an Advisory Committee will: 1) direct resources to achieve agreed upon goals; 2) work together across organizational silos to increase the alignment and integration of programs; and, 3) engage people at the leadership level and people on the ground (see attached governance chart). The Advisory Committee will consist of representatives from the Mayor's Office, U.S. Senator Chris Murphy's Office, and each of the implementing partnering organizations. The Advisory Committee will be responsible for oversight of the NHPZ goals and activities.

The management plan is intentionally constructed to embody the concept of partnership. Key project tasks will be divided among five Promise Team areas of focus (Education, Public Safety, Housing, Economic Investment/Job Creation and Health and Wellness), each jointly led by a representative from a municipal department and a representative from a partnering non-profit agency. Each working team will ensure smooth implementation of the PZ activities and goals within their focus area and will also gather information and recommendations on specific problems or issues that may arise. To ensure accountability each group will regularly report progress to the Advisory Committee (once per month). These meetings will be utilized to review and discuss progress, challenges and potential funding opportunities. The meetings will also serve to review performance and consider other potential agencies that could assist in reaching goals. Roles/responsibilities for each implementing agency include:

The Mayor's Office: Under direct supervision of the Mayor and Chief Operating Officer, an Assistant to the Mayor will manage the NHPZ initiative, providing a direct link between the Office of the Mayor, implementation partners, city departments, and public/private partnerships to plan and track outcomes, identify public and private project funding sources, liaison with regional, state and federal agencies on behalf of the NHPZ, and ensure timely/accurate data collection authorizations for relevant PZ programs.

United Way of Central and Northeastern CT will be the overall project manager and coordinator of the advisory committee leading monthly meetings to discuss issues related to policy, advocacy, fundraising, and accountability. United Way's responsibilities will include facilitating Advisory Committee meetings, ensuring timely reporting and tracking progress towards goals, developing a 'results scorecard' to share with the governance team and community stakeholders and serving as fiscal sponsor for NHPZ funds as appropriate. United Way will also assist the Advisory Committee with turning the NHPZ proposal into an actionable 10-year plan.

Community Solutions is the lead organization responsible for resident engagement. Under each sub-goal Community Solutions will ensure that **community residents own** a contribution to the solutions outlined. This information will be brought back to the PZ teams and the Advisory Committee. Community Solutions has already engaged NHPZ residents and organizations and held a series of working groups to assess neighborhood strength and needs and engaged residents in providing input on solutions to the needs identified.

Hartford Public Schools (HPS) and Hartford Public Library (HPL) propose to work in partnership to serve the literacy and intervention needs of Hartford students and families in the NHPZ through a coherent system of relevant resources, programming, and services focused on increasing community adult and youth literacy rates. (The latter will build on Hartford's Campaign for Grade-Level Reading where the City, HPS, HPL, United Way and others have committed themselves to third graders reading at or above proficiency level.)

Capital Workforce Partners will be responsible for implementing the job creation focus area. They will expand community resident's access to post-secondary education and workforce training opportunities for youth and adults.

Department of Health and Human Services (HHS), Greater Hartford YMCA and The Village for Families and Children (The Village) will be the lead implementing partners under the Health and Wellness focus area. HHS will be responsible for implementing zoning ordinances supporting urban agriculture and nutrition and active lifestyle education. The YMCA will focus on increasing the number of food retailers offering healthy food options by using the REACH Coalition to organize public forums with the community and food retailers. The Village will be responsible for the expansion of the Child First Model.

Hartford Police Department in partnership with the Greater Hartford YMCA will be the lead implementing partners under the public safety area. They will focus on activities that will reduce crime and improve community safety by expanding programs designed to reduce violent offending and provide programs for justice involved youth. The YMCA's Stop the Violence, Increase the Peace Coalition will work collaboratively with HPD to increase

outreach and provide at risk youth with community-wide opportunities for engagement and enrichment as a strategy to reduce gang violence and deescalate conflict.

Division of Housing and the Housing Authority of the City of Hartford will be responsible for implementing the housing focus area. These agencies will work together to create and streamline housing assistance to NHPZ's residents', to prevent foreclosure and to provide low-to-moderate income individuals/households with decent, affordable and sustainable rental, homeownership, and home improvement opportunities.

Division of Economic Development and Community Solutions will work together to implement programs that attract and retain businesses in the NHPZ commercial corridors by developing suitable commercial and mixed-used sites. They will work together in the redevelopment of the former Swift Factory that will be used as a mixed – use community hub that will bring together job creation, education and health improvement initiatives.

Metro Hartford Information Services (MHIS) department will be the lead organization that will manage data collection and evaluation for the NHPZ goals and activities.

Section V-Part B: Capacity of Lead Applicant

1) Narrative describing the lead organization's capacity to achieve Promise Zone outcomes

In recognition that approaches to reducing poverty require strong coordination and collaboration amongst community stakeholders, Mayor Segarra and his administration launched ***Opportunities Hartford in 2010*** with three initial goals in mind: 1) identify the greatest existing opportunities to improve city-wide results in the areas of education, job readiness/job creation/career advancement and family-sustaining income for residents; 2) convene, coordinate, support and lead the efforts of individuals and groups who together possess the skills, abilities, knowledge, and resources to enhance and expand these existing opportunities; and 3) funnel public/private sector funds to invest in the targeted areas of opportunity. Among *Opportunities Hartford's* priorities is the development of a place-based financial resource center which includes providing low-to-moderate income households with access to benefit screening, financial education and counseling, and employment services in an integrated fashion. In addition, Opportunities Hartford will support efforts to increase the resident participation in accessing the state and federal Earned Income Tax and other credits and refunds through Volunteer Income Tax Assistance sites and use of myfreetaxes, a free, on-line service for low to moderate wage earners.

The NHPZ will also be integrated within the City's smart growth development agenda, such as the *One City, One Plan* and the *iQuilt Plan*: all initiatives that capitalize on the Mayor's office ability to participate in multi-institutional collaboratives to reinvest in existing infrastructure and transit oriented development (TOD). The *One City, One Plan* is a citywide collaboration with staff, residents, businesses and other community stakeholders. *One City, One Plan* promotes strategies to increase walkability, maintain the existing urban fabric and density, and re-use sites that have the potential to add value to neighborhoods. The *iQuilt Plan* is a partnership of over 40 non-profit, community-based, private and government agencies. The plan proposes a strategic mix of small and large immediate and long-term, public and private projects.

As previously mentioned the *TIGER IV* grant will fund transit-oriented development that will link ongoing cultural and economic investments into a regional intermodal transportation hub through improved transit, pedestrian and biking infrastructure. The NHPZ has immediate highway access as it sits at the intersection of two major interstates (I-91 and I-84). This proximity to major highways is a locational advantage for certain uses, such as large-scale retail or office. The Mayor's Office intends to build upon its track record of successful partnerships and successful economic and community development to concentrate resources in a targeted manner.

Section V-Part C: Capacity of Implementation Partner Organizations

1) Implementation partner organizations' capacity to implement their roles. NHPZ will involve the following implementing partners: For over a decade **United Way of Central and Northeastern CT** has been a leader in developing, implementing and/or facilitating public/private partnerships that support young people graduating from high school and becoming, college and career ready and that assist lower-income families achieve financial stability by increasing income and earnings. In 2008, United Way led the development of Workforce Solutions Collaborative of Metro Hartford, one of 34 funders' collaboratives operating in partnership with the National Fund for Workforce Solutions. United Way serves as the lead agent and fiscal sponsor and also chairs the Steering Committee. Almost concurrently, United Way was asked to serve as the lead of Hartford's Campaign for Grade-Level Reading, a partnership of the City of Hartford, HPS, Hartford Partnership for Student Success and several community based organizations. United Way plays a facilitating leadership role ensuring that partners' strengths and assets are recognized and enhanced in leading core facets of the work (ex., City of Hartford's school readiness work, Hartford Public School's leadership on reducing chronic absenteeism, Hartford Partnership for Student Success in reducing the 'summer slide'). United Way currently has two AmeriCorps Vista members supporting early literacy in partnership with HPS and two other school districts in the region. Should AmeriCorps Vista members be available to support the NHPZ, they will be sponsored by United Way to help turn this NHPZ proposal into an actionable 10-year plan.

Department of Health and Human Services (HHS) has 128 years of operational experience and it supervises five divisions, which manages \$14 million in grant funding: Senior and Community Services, Disease Prevention and Health Promotion, Environmental Health, Maternal and Child Health, and Administration, which includes our Public Health Preparedness Program and Epidemiology. Within each division a wide range of programs promote a healthy Hartford, including STDs and Tuberculosis Clinics; Public Health Nursing Program; the HIV prevention services offered in partnership with Ryan White Part A; the WIC Program; several healthy parenting programs; child immunizations, and more. HHS uses Efforts-to-Outcome (ETO) database to collect and evaluate data on its various programs.

The Village for Families and Children (The Village) is a nonprofit multi-service organization serving the Greater Hartford region for over 200 years and endeavors "to build a community of strong, healthy families who protect and nurture children." They fulfill this mission by providing a full range of child welfare, behavioral health and community support services for children and families. Since 2010, The Village has been replicating the Child First Model which currently serves 24 families in Hartford, and 8 families from the NHPZ. Calls received requesting services indicate that there is an unmet need of 75-100 families in the NHPZ area based on the families' zip codes. Child First has a customized Electronic Health Record (EHR) that uses the CareLogic SaaS application to capture all required Child First clinical and administrative data elements. The Village collects required elements using its own CareLogic EHR and then submits the data to the Child First Central Program Office.

Hartford Public Schools (HPS) is a Portfolio district, operating 50 school program options, serving 21,565 students in grades PK through 12. HPS offers school choice, allowing families to request the school setting they feel fits their needs best. This includes varied approaches and schools with areas of specialized focus, such as Asian Studies, Expeditionary Learning, Engineering and Green Technology, and Montessori, to name a few. The NHPZ serves approximately 3261 students in grades PK3-12 in 9 schools (not including the Achievement First programs). HPS will work with Metro Hartford Information Services (MHIS) to capture student, as well as professional development data to assist with quality improvement and monitor indicators of progress aligned with our goal and sub-goals.

Hartford Public Library (HPL) receives more than 860,000 visits per year from adults, children and families seeking early literacy opportunities, work skills training, and civic engagement. Hartford Public Schools and Hartford Public Library's collaboration efforts are currently evidenced through the development of a joint collaboration action plan that outlines the roles and responsibilities of each entity in three strategy areas (Zone Collaboration Strategy, Partnership Communication Strategy, and Technology, Resource and Access Strategy).

Hartford Information Services (MHIS) provides leadership, coordination, and support for the information technology and communication needs of the City of Hartford, the Hartford Public Schools, and the Hartford Public Libraries. In addition, MHIS enables and/or supports continuous improvement of any work process including the enhancement of instructional technology by and through a transformation to real time and on-line work processes.

Hartford Police Department (HPD) has a rich history of successful community collaboration – leading dozens of effective public-private partnerships addressing gun, gang, and domestic violence. HPD has administered Weed and Seed projects, from 2004 to 2010, held up as a model program, and through these efforts built collaborative relationships with various community-based agencies and neighborhood residents throughout the City. Through its Condition Officers, Faith-Based Community Service Officers (CSOs), and Business District CSOs HPD conducts proactive outreach to businesses, non-profit and faith-based organizations. The Crime Analysis Unit will work closely with MHIS to gather data using Compstat to analyse crime trends and identify available police and community resources for problem solving.

Department of Development Services: Division of Housing seeks to actively promote and facilitate new housing construction and substantial rehabilitation activities in the City of Hartford through the administration of City, State and Federal Programs. The Division of Housing has a long history of collaborative partnerships to implement investment strategies to support the creation of homeownership and maintenance of existing housing stock throughout the City.

Department of Development Services: Economic Development Division provides technical assistance to neighborhood businesses and entrepreneurs interested in starting new businesses. The division works with commercial services firms, industrial companies, real estate professionals, and retailers on projects that retain and create jobs while also spurring investment in the City. It helps businesses with identifying sources of private and public funding, gaining access to available tax credits and incentives, and navigating the permitting and approval process.

Housing Authority of the City of Hartford is authorized by state law to develop and operate housing programs for low-income families. The Housing Authority's presence in the NHPZ includes: 202 units across 12 properties in Clay Arsenal, 28 units across five properties in Upper Albany, and 215 properties across 10 scattered sites in Northeast. Under construction are 80 additional units for the Nelson Court Project and 8 units for Nelson Street. Both projects are scheduled for completion in FY2015.

Greater Hartford YMCA consists of nine branches and two resident camps providing more than 100 programs and services in Hartford, Tolland and Windham counties. Within the NHPZ area the YMCA leads the REACH Coalition which includes a partnership of 37 community-based organizations (CBOs) that work collaboratively to create a comprehensive, interdependent and integrated strategy to bring about the policy, systems, and environmental changes needed to mitigate health disparities in the areas of weight and nutrition among African American/Black and Hispanic/Latino populations in north Hartford. They also provide the Stop the Violence and Increase the Peace Coalition a partnership between five CBOs who work to mitigate youth violence by educating youth and families on alternative activities that are more conducive to becoming productive members of society. The YMCA uses Results-Based Accountability framework for reporting outcomes.

Community Solutions assists communities in solving the complex problems that affect their most vulnerable, hardest hit members. They draw on successful problem-solving tools and strategies from diverse sectors such as public health, manufacturing and design. By adapting these strategies to civic and human services issues, they support community members in developing solutions to their own most urgent problems. It is currently developing a dashboard to record vital data points to track progress toward NHPZ goals.

Capital Workforce Partners (CWP) coordinates initiatives to develop a skilled, educated and vital workforce. CWP is guided by a Consortium of the region's chief elected officials and by representatives from business, education

and labor serving on its Board of Directors. As an essential partner in economic development for the region, CWP: promotes and invests in youth and future workforce development solutions; identifies and supports development of sustainable career paths for adult workers; and, assists employers in targeted industries, helping them grow and remain competitive. CWP's mission is to leverage public/private resources to produce skilled workers for a competitive regional economy. CWP manages data collection and evaluates goals and objectives through ETO which allows partners to input data (with password protection)

Section V-Part D: Data and Evaluation Capacity

The City's MHIS department will be the lead organization that will manage data collection and evaluation for the NHPZ goals and activities. The collection of data will be a shared responsibility between MHIS and Connecticut Center for Advanced Technology (CCAT). MHIS and CCAT will manage the project's data management needs via Socrata GovStat application - an online performance management system that will store project data, and measure and share progress among the partners. The five city department's participating in the project are each using different software systems to manage, track and share data. These systems include ETO, Munis and paper tracking methods. Regardless of the various software programs or data gathering tools used by city departments, the information is uploaded to the city's server database system. Once on the city's server the information is uploaded to the Socrata platform, using Safe Software's FME application, at which point it can be reviewed and evaluated through a secure website that is password protected.

CCAT will work with other implementing and supporting partners that are not city agencies to help determine the best path to collect the data from these agencies. This could include developing a simple and secure data collection cloud application. Whether manual or via a secure data collection cloud application, data will be automatically exported to the Socrata platform. Lastly, any implementing and supporting partners who are not municipal agencies will be able to bypass CCAT's proposed secure data collection cloud application if they are able to report directly via Socrata using FME fields. MHIS and CCAT will work together to optimize the process and impact outcomes. MHIS will generate reports on a quarterly basis to guide the Promise Teams and Advisory Committee.

Section V-Part E: Resident Engagement Capacity

Community Solutions is the organization that has been tasked with organizing resident engagement. Community Solutions has extensive past experience with resident engagement. In the NHPZ they have already developed a large and growing consortium of civic, non-profit and community organizations working collaboratively to improve health and employment outcomes for NHPZ residents. Participants include the City of Hartford, State of Connecticut, University of Hartford, Saint Francis Hospital, University of Connecticut, CT Department of Health and Human Services, CWP, Hartford Food System, Knox, and over 30 other organizations.

A community mobilization team will train a select group of NHPZ residents to convene neighbors around issues of common concern and provide information and feedback on the NHPZ initiatives. This will be supported by an organized volunteer infrastructure coordinated by the Northeast Neighborhood Partnership, the collective "backbone" organization created by Community Solutions, that brings residents, institutions, government and other stakeholders together to address common concerns. To date, Community Solutions has engaged 1,200 residents (over 10% of the neighborhood population) through surveys, community meetings, and events in the NHPZ. Community Solutions has already seen evidence of the capacity of the neighborhood to guide and maintain sustainability efforts. In the last year NHPZ residents have organized community cleanup efforts and an Earth Day tree planting event in Keney Park and other public events with the support of the partnership. Additionally, Community Solutions will: 1) Develop a comprehensive marketing and communication strategy; and 2) Continue to engage Neighborhood Revitalization Zone (NRZ) groups, business/merchants, and educational/parent support groups in the NHPZ.

Section V-Part G: Strength and Extent of Partnership Commitment

The NHPZ is an initiative of the City of Hartford's Mayor's Office in partnership with local institutions, non-profit and community organizations that targets resources to create jobs, boost public safety, improve public education and stimulates better housing opportunities for NHPZ residents. This partnership of cross-sector agencies will provide a blend of diverse funding streams around a core set of outcomes and objectives. The NHPZ is confident that the investments that each partner will bring will yield measurable returns to residents of the NHPZ.

Many partnering agencies have already made significant contributions in the NHPZ. United Way, as an example, has provided over \$1.2 million annually in funding for programs and services benefiting NHPZ residents in the area of early childhood education, early literacy, youth development, financial stability, workforce development and basic needs. Additionally, non-profit housing developers such as Sheldon Oak Central has invested \$24 million in the NHPZ for the rehabilitation of nine apartment buildings. They are also in the process of securing financing to redevelop a 68-unit townhouse targeting low-income families in the NHPZ. In Clay Arsenal they have redeveloped a 256-unit SANA apartments and built North End Gateway, a 57-unit community located on what had been a vacant brownfield land for three decades.

The City will target local funds and locally-controlled state and federal funds to achieve proposed PZ outcomes. This could include CDBG, Section 108 or other formula-based program commitments, state bonds, tax credits, etc. Further, all implementing partners have signed the preliminary MOU and supporting partners have all provided letters of support (see attached documents). The implementing agencies have agreed to regularly attend working group meetings, link their existing programs/services with those of the project and to work with MHIS and CCAT in providing necessary data for the project.

**Promise Zone
Goals and Activities – Create Jobs & Economic Opportunity**

Promise Zone Goal
➤ Increase economic activity
Description of Promise Zone Goal – 250 character limit
Attract and retain businesses in the NHPZ commercial corridors that build on recent neighborhood initiatives.
Community Sub-goal – 250 character limit
Promote business growth by developing suitable commercial and mixed-used site
Activities and Interventions – 1,000 character limit
To achieve our goals, the city is: <ul style="list-style-type: none"> • Acquiring underutilized and blighted commercial and industrial sites and preparing them for reuse (ongoing). • Working with existing businesses to identify barriers to stability and growth; working with partner organizations to create competitive loan programs; working with local businesses through the city’s façade program to improve commercial properties; and, in cooperation with the state, improving the streetscape of commercial neighborhoods; and, invest in digital infrastructure to enhance business growth opportunities (ongoing). • In partnership with Capital Workforce Partners identify the need for training and developing the training programs necessary to train North Hartford residents for jobs created by businesses in the NHPZ corridor (New). • Secure grant funding to support the above activities (Ongoing)
Rationale/Evidence – 1,000 character limit
Through code enforcement efforts, we have identified over 1,000 vacant industrial, commercial and residential structures throughout the city and specific sites within the NHPZ area. Through the neighborhood planning process, we have identified extensive underutilization and disinvestment in NHPZ’s commercial district and traditional industrial areas. As a result, NHPZ’s commercial districts suffer extensive storefront vacancy. Furthermore, through our efforts to attract and grow businesses in the NHPZ, we have learned from business owners of their inability to hire workers with the skills necessary for the jobs that are being offered.
Implementing Partners – 1,000 character limit
Our partners will come from the public entities and non-profits organizations and the university in the NHPZ. This includes include those we presently work with (ex., CT Department of Community and Economic Development, Capital Workforce Partners, University of Hartford, Hartford Redevelopment Agency, Hartford Economic Development Company, Hartford Community Loan Fund; local Neighborhood Revitalization Zone committees, and local business groups) and those we have been in discussion with as future partners (ex., University of Connecticut, Hartford Public Schools, Comcast, Inc., Clean Energy Finance Investment Authority, Connecticut Economic Resource Inc., Connecticut Innovations, Inc. and other similar organizations).
Committed Financial Support
Source of funds: City of Hartford Activity: Façade program (\$1 million), Streetscape improvements (\$4 million), Property acquisition and cleanup (\$5 million) Amount: \$10 million Start and end date: January 2015 to be completed by September 2016 Recipient of resources: Hartford Department of Development Services: Division Economic Development
Source of funds: State Grants Activity: Façade program (\$5.3 million); Brownfields cleanup (\$3.5 million); Streetscape improvements (\$30 million); DECD has funds available on an application basis to assist businesses to expand. Assistance is based on the businesses needs and jobs that it will create. Amount: \$38.8 million Start and end date: January 2015 to be completed by September 2019

Recipient of resources: Hartford Department of Development Services: Division Economic Development
Financial Support Needed
<p>Type: Grants Activity: Acquisition, cleanup and improvements of vacant property it will need between \$5 and \$7.5 million annually. Estimated amount: \$7.5 million Start and end date: Annually every fiscal year Recipient: Hartford Department of Development Services: Division Economic Development</p> <p>Type: Grants Activity: For business assistance, more flexible dollars are needed for building improvements, working capital and business start-up. Estimated amount: \$3 million Start and end date: Annually every fiscal year Recipient: Hartford Department of Development Services: Division Economic Development</p> <p>Type: Grants Activity: Working with our job training partners it is projected that a fund of around \$500,000 to \$1 million would be necessary annually to provide the training programs to address the needs of businesses in the NHPZ. Estimated amount: \$1 million Start and end date: Annually every fiscal year Recipient: Hartford Department of Development Services: Division Economic Development</p>
Committed Non-Financial Support
<p>Source and type: City staff time provided in-kind Activity: Planning and Economic Development staff of the Department of Development Services. Start and end date: September 2015-2025 Recipient: NHPZ Promise Zone</p>
Non-Financial Support Needed
<p>Type: Federal or State technical expertise Activity: Technical expertise that would assist city staff and partners to better understand the economic development and job training issues and approaches. Start and end date: September 2015 - 2018 Recipient: NHPZ Promise Zone partners</p>
Expected Outcome and Measurement – 1,000 character limit
<p>On an annual basis, we expect to achieve:</p> <ul style="list-style-type: none"> • 1 industrial property and 3 commercial properties to be acquired and prepared for redevelopment • 7 façade loans to be made • 5 new businesses started in the commercial areas • 10 existing businesses to be assisted through stabilization and or expansion assistance • 3 businesses retained • 2 miles of new streetscape work started (expect two construction seasons to complete) • 10 business loans to be made • 25 persons receiving job training in identified fields • 250 businesses visited a year
Data Collection, Tracking and Sharing – 1,000 character limit
<p>The following data will be collected and tracked to evaluate the effectiveness of our programs:</p> <ul style="list-style-type: none"> • Business contacts with both retail and industrial clients • Assistance given (technical advice, referral to other agencies, expansion assistance, relocation assistance, job training, etc.) • Jobs created and retained • Loans and/or grants given, dollar amounts and achievements as a result <p>All data will be available to the public to review and track the city's efforts and accomplishments. The city is</p>

working through its IT Division which has developed an Open platform program to share all non-personal available data.
Timeline/Milestones for Implementation – 1,000 character limit
Planning for these programs is ongoing and the city is implementing many of these programs. Once designated, the city will accelerate implementation of the various component pieces of this strategy.
Any federal regulatory and/or statutory barriers.
<ul style="list-style-type: none"> N/A – not applicable

Promise Zone Goal
➤ Create Jobs
Description of Promise Zone Goal – 250 character limit
Increase resident’s net income, financial capabilities, long-term job retention and net worth overtime.
Community Sub-goal – 250 character limit
Restore the former Swift Factory complex in order to bring together job creation, education and health improvement initiatives in the NHPZ by 2016.
Activities and Interventions – 1,000 character limit
<ul style="list-style-type: none"> The historic swift gold leaf factory and surrounding campus will be transformed from a vacant and blighted structure into an economic engine for job creation and health promotion centered on food. (New) The Swift site will include a rooftop hydroponic growing facility that will support year round jobs in agriculture, in addition to seasonal employment through a network of urban farms on currently vacant properties in the NHPZ. (New) Create three levels of kitchen facilities: a commercial kitchen for Billings Forge’s contract production; a teaching kitchen for training community members and testing entrepreneurs’ recipes; and, a series of small incubators (production spaces rented by entrepreneurs). All culinary space will share secured refrigeration, dry storage, and mechanical and ventilation systems, reducing costs through economics of scale. (New) Secure grant funding to support the above activities (Ongoing)
Rationale/Evidence – 1,000 character limit
The NHPZ has a per capita income \$12,099 annually as opposed to \$16,286 for the City and \$37,726 for the State. Residents in the NHPZ face three intertwined challenges: unemployment (27.44%), poverty (49.35%) and low educational levels (only 38.3% of residents 25 years and older have a high school degree or equivalent) (source: Census). A disproportionate number of former prisoners are released to, and often remain in the NHPZ where they face high barriers to employment. The emphasis on food relates to access and affordability, as a core determinant of health. Of Hartford’s 17 neighborhoods, the 2012 Health Equity Index ranked the NHPZ worst in health equity for potential years of life lost, diabetes, and infectious disease, as well as among the lowest in cardiovascular disease and respiratory disease for its residents.
Implementing Partners – 1,000 character limit
<ul style="list-style-type: none"> Community Solutions will develop and manage Swift’s hydroponic growing facility, employment through urban farms and entrepreneurial food businesses and food service training and education programs. Community Solutions has developed a large and growing consortium for this project including civic, non-profit and community organizations working collaboratively to improve health and employment outcomes for NHPZ. Participants include the City of Hartford, State of Connecticut, University of Hartford, Saint Francis Hospital/Burgdorf Health Center, University of Connecticut, Connecticut Department of Health and Human Services, Capital Workforce Partners, Hartford Food System, Knox, NAACP and over 30 other organizations.
Committed Financial Support
Source of funds: Funding includes environmental assessment and remediation grants and loans administered by the State of Connecticut DECD, Office of Brownfield Remediation and grants from MetLife, Travelers, Connecticut Trust for Historic Preservation and Newman’s Own Foundation.
Activity: Swift Factory Restoration
Amount: \$2 million

Start and end date: January 2015- January 2016
Recipient of resources: Community Solutions
Financial Support Needed
Type: Funding sources include New Market Tax Credits, Federal, and State Historic Rehabilitation Tax Credits, government grants, and low interest loans.
Activity: Restoration of Swift Factory
Estimated amount: \$12 million
Start and end date: January 2015-January 2016
Recipient: Communities Solutions
Committed Non-Financial Support
Type: N/A
Activity:
Start and end date:
Recipient:
Non-Financial Support Needed
Type: N/A
Activity:
Start and end date:
Recipient:
Expected Outcome and Measurement – 1,000 character limit
<ul style="list-style-type: none"> • Increase seasonal employment through a network of urban farms (measurement: number of jobs created); • Create at least 250 permanent jobs through space for light manufacturing/craft businesses (measurement number of jobs created); • Increase in entrepreneurial food business, food service training and education programs (measurement: number of new entrepreneurial food business, food service training and education programs created); and, • Increase year round jobs in agriculture (measurement: number of jobs created).
Data Collection, Tracking and Sharing – 1,000 character limit
Community Solutions is currently developing a dashboard to record vital data points to track progress toward NHPZ goals. Additionally, Community Solutions benefit from assistance in data analytics from their Knowledge Sharing Division, which assists communities in adapting their methodology to improve the housing, health and employment outcomes of vulnerable residents. Community Solutions has additionally already created an assets and needs inventory for the NHPZ that was shared with all implementing partners for the development of this application.
Timeline/Milestones for Implementation – 1,000 character limit
<ul style="list-style-type: none"> • Renovation of swift Factory by 2016 • Create Swift site hydroponic growing facility by 2017 • Create a food center commercial grade kitchen by 2017 • Secure federal grant funding by 2015
Any federal regulatory and/or statutory barriers.
<ul style="list-style-type: none"> • N/A – not applicable

Promise Zone Goal
➤ Create Jobs
Description of Promise Zone Goal – 250 character limit
Increase resident's net income, financial capabilities, long-term job retention and net worth overtime.
Community Sub-goal – 250 character limit with spaces
Align and expand existing youth/adult education and workforce programs that support occupational demand in four current targeted industry sectors.
Activities and Interventions – 1,000 character limit with spaces
1)Expand Hartford Opportunity Youth Collaborative (HOYC) a program focused on producing and implementing

<p>a full-scale, multi-year, comprehensive plan to improve the quality of life outcomes for youth between 16 and 24 years of age who do not have a high school diploma, or who have a high school diploma but are not in school and not working (ongoing); 2) Expand Jobs Funnel to provide education, pre-employment preparation and job training and placement in construction, green jobs, energy efficiency and weatherization (ongoing); 3) Integrate financial education coaching, counseling and benefits income screening into services offered through the American Job Center network (new); and 5) Connect unemployed and underemployed residents with a comprehensive job readiness, job training and job placement opportunity with regional employers looking for a competitive, committed workforce including current sector-based initiatives such as Workforce Solutions Collaborative.(ongoing)</p>
<p>Rationale/Evidence – 1,000 character limit</p>
<p>The NHPZ has a per capita income \$12,099 as opposed to \$16,286 for the City. Residents in the NHPZ face 3 intertwined challenges: unemployment (27.44%), poverty (49.35%) and low educational levels (only 38.3% of residents 25 and older have a high school degree or equivalent) (Census). Individuals who do not have a high school diploma earn at least \$9000 less per year than high school graduates. The lifetime income disparity between dropouts and college graduates is almost \$1 million. (Source: National Dropout Prevention Center/Network). Although many youth and adults eventually seek to continue their education, a sizable number become seriously disconnected from both school and work. For youth that are disconnected, besides their difficulty in finding jobs, they are more likely to have other poor outcomes, like non-marital births and criminal justice involvement. This underscores the importance of creating programs and partnerships to restore youth and adults connections to opportunity</p>
<p>Implementing Partners – 1,000 character limit</p>
<p>Capital Workforce Partners (CWP) is the implementing agency for this initiative. CWP will partner with the City of Hartford and many of its existing partners such as Capital Community College, Workforce Solutions Collaborative and the American Job Center/CT Dept. of Labor.</p>
<p>Committed Financial Support</p>
<p>Source of funds: Grant from the Aspen Institute Activity: Mayor’s Hartford Opportunities Youth Collaborative (HOYC) Amount: \$150,000 Start and end date: July 2014 to July 2015 Recipient of resources: Capital Workforce Partners</p> <p>Source of funds: Grant from Berkshire Bank Activity: For youth leadership development activities Amount: \$10,000 Start and end date: March 2014 to March 2015 Recipient of resources: Capital Workforce Partners</p>
<p>Financial Support Needed</p>
<p>Type: Grant Funding Activity: Support the integration of financial education coaching and counselling and benefit income screening into existing workforce development programs Estimated amount: \$1 million Start and end date: Spring 2015-2020 Recipient: Workforce Training Activities</p>
<p>Committed Non-Financial Support</p>
<p>Type: N/A Activity: Start and end date: Recipient:</p>
<p>Non-Financial Support Needed</p>
<p>Type: N/A Activity: Start and end date:</p>

Recipient:
Expected Outcome and Measurement – 1,000 character limit
<p>CWP has relied on a Result Based Accountability Model, focusing on collective action and quantifying Community Level Quality of Life Results. Examples of population groups where the NHPZ can seek Quality of Life outcomes include:</p> <ul style="list-style-type: none"> • individuals moving off public assistance – value of savings to the public • ex-offenders moving from incarceration – value of savings/program costs • low income individuals moving to higher paying wages – value of savings <p>NHPZ project outcomes include: Increase # of economically self-sufficient families and individuals; Expand education/workforce training programs accessible in these neighborhoods specifically for disconnected youth and ex-offenders and TANF families; and Access and maximize use of integrated financial education/coaching, benefit screening and workforce programs.</p>
Data Collection, Tracking and Sharing – 1,000 character limit
<p>In regard to measuring against outcomes, Capital Workforce Partners manages data collection and evaluates goals and objectives in many instances through Hartford Connects/Efforts to Outcomes (ETO). ETO is a web-based performance management system designed to collect, aggregate and report on participant-level data on outcomes, demographic and socioeconomic characteristics, skills attained, and services received. ETO operates as a case management system with the capability to track real time activities and produce participant-level and aggregate reports. The ETO platform is scalable, fully customizable, and contains audit features and functions. ETO data analysis facilitates evidence-based decision-making about adjusting services to optimize performance. ETO allows partners to input data (with password protection).</p>
Timeline/Milestones for Implementation – 1,000 character limit
<ul style="list-style-type: none"> • Fully develop Workforce-Education Partnership Promise Zone Plan and Resource Development Plan, with MOUs (first 6 months) <ul style="list-style-type: none"> ○ Partnership/Businesses commitments supported in the form of MOUs; ○ Activities, interventions will be assigned lead and support partners; and, ○ Formal plan for resource development, community engagement, marketing and communications, will be developed to align to activities and interventions. • Fully develop Promise Zone Economic Committee with clear roles and responsibilities. (first 6 months) • Build comprehensive, uniform data system to collect and report on activities and interventions (first 9 months) • Implementation of Activities and Interventions (see above) <ul style="list-style-type: none"> ○ Ongoing
Any federal regulatory and/or statutory barriers.
Current restrictive federal funding rules and regulations

**Promise Zone
Goals and Activities – Reduce Serious or Violent Crime**

Promise Zone Goal
➤ Reduce serious or violent crime
Description of Promise Zone Goal – 250 character limit
Reduce crime and improve community safety as part of a comprehensive strategy to advance neighborhood revitalization.
Community Sub-goal – 250 character limit
Hartford Police Department (HPD) proposes to replicate <i>Preventing Recidivism through Organized Supervision, Partnerships and Enhanced Relationships (PROSPER)</i> in the NHPZ in order to reduce recidivism and violent crime by 5% by December 31, 2016.
Activities and Interventions – 1,000 character limit
PROSPER was designed to reduce violent offending by focusing on those most serious and highest risk returning offenders. Inmates are offered tangible opportunities to make positive choices with the assistance of a PROSPER Community Service Officer (CSO) that serves as a mentor support. PROSPER incorporates the delivery of a wide range of services to address the offenders' needs and differs from traditional re-entry in that offenders are characterized by higher levels of contact with a Probation Officer and a CSO, smaller caseloads, and strict conditions of compliance. Therefore, PROSPER increases the success of community supervision, reduces the risk of offenders under their oversight and improves public safety. (This program will be a new activity under the NHPZ). Additionally, HPD is working on plans for police substation in the heart of the NHPZ. It will serve as a base from which to launch the initiative with other stakeholders or community partners directly in the NHPZ.
Rationale/Evidence – 1,000 character limit
Hartford is home to a disproportionate number of the Connecticut prison population. Approximately 23% (3,842) of the 16,594 offenders residing in Connecticut Department of Correction (CT DOC) facilities declared Hartford as their town of residence (source: CT DOC) and a total of 622 registered sex offenders were living in the city as of January 1, 2014. The worst violence is often associated with high-risk offenders re-entering distressed neighborhoods such as the NHPZ after incarceration. Outbreaks of violence associated with re-entering offenders in the NHPZ devastates the area's physical and social health and delay revitalization efforts. Businesses are not investing in the NHPZ out of concerns for violence, and this lack of investment significantly undercuts efforts to improve the decrepit quality of key physical and social institutions; thereby feeding the cycle of community disadvantage and violence.
Implementing Partners – 1,000 character limit
In 2012, HPD first rolled out the PROSPER program in one of Hartford's neighborhoods on a pilot basis using City dollars. PROSPER currently has a 23% recidivism rate and a 13% successful completion rate. PROSPER was created using the Boston Re-entry Initiative (BRI) listed in Crime Solutions under promising programs. PROSPER will be implemented by HPD in partnership with the Connecticut Department of Correction (CT DOC) Court Support Services Division (CSSD) and Community Partners in Action (CPA). CSSD's Probation officers will work in close collaboration with HPD to supervise probationers in the PROSPER program. CPA provides evidence-based programs to help probationers make positive changes in their lives.
Committed Financial Support
Source of funds: City Activity: Construction of Police Sub-station (\$1.5 million) and staffing (\$1.5 million) Amount: \$3 million Start and end date: July 1 st , 2015- November 1 st , 2016 Recipient of resources: Hartford Police Department
Financial Support Needed
Type: Grants or City Funds Activity: Need one Sergeant and three Community Service Officers to expand the program into the NHPZ Estimated amount: \$1,670,790 Start and end date: 2015-2020 Recipient: Hartford Police Department

Committed Non-Financial Support
<p>Type: Court Support Services Division (CSSD)Funding Activity: CSSD Probation officer work cooperatively with HPD officers during program at a cost to CSSD. Start and end date: 2015-2020 Recipient: Hartford Police Department</p>
Non-Financial Support Needed
<p>Type: Court Support Services Division (CSSD) Activity: CSSD Probation Officers provide information on target probationers for inclusion into the PROSPER program. Start and end date: 2015-2020 Recipient: Hartford Police Department</p>
Expected Outcome and Measurement – 1,000 character limit
<ul style="list-style-type: none"> • Reduce recidivism rate by 5% by 2018 (measurement: CT DOC recidivism rate) • Increase residents and investors sense of security in the NHPZ (measurement: surveys) • Reduce crime rate by 5% by 2018 (measurement: crime statistics for the NHPZ)
Data Collection, Tracking and Sharing – 1,000 character limit
<p>A field interview card and reports are completed by each CSO assigned to a probationer. This by-weekly reports are reviewed and discussed by a due diligence team designed by the Chief of Police. Furthermore, HPD’s Crime Analysis Unit maintains an in-house custom developed Records Management System that is used to track CSOs contact with probationers assigned to them. This information is shared with CT DOC.</p>
Timeline/Milestones for Implementation – 1,000 character limit
<ul style="list-style-type: none"> • Prepare property blue prints January to April 2015 • RFP released for the construction April 30th, 2015 • Construction of Police Substation completed by November 2016 • Have CSOs working with ex-offenders in the NHPZ by the beginning of 2016 • Secure grant funding by 2015
Any federal regulatory and/or statutory barriers.
<ul style="list-style-type: none"> • N/A – not applicable

Promise Zone Goal
<ul style="list-style-type: none"> ➤ Reduce serious or violent crime
Description of Promise Zone Goal – 250 character limit
<p>Reduce crime and improve community safety as part of a comprehensive strategy to advance neighborhood revitalization.</p>
Community Sub-goal – 250 character limit
<p>Implement the Minority Youth Violence Intervention and Prevention (MYvip): A Public Health and Community Policing Approach by September 30, 2015.</p>
Activities and Interventions – 1,000 character limit
<p>This project seeks to adopt and adapt the Child Development-Community Policing (CD-CP) program, a successful violence prevention and crime reduction model developed by the New Haven Department of Police Services and the Child Study Center at the Yale University School of Medicine. This public health approach to violence prevention and intervention brings police officers and mental health professionals together to provide each other with training, consultation, and support, and to provide direct interdisciplinary primary and secondary intervention to children who are victims, witnesses, or perpetrators of violent crime. MYvip will pilot the CD-CP model with male youths (10-18 years old) exposed to domestic violence. These youths will be recruited into the program when the families come into contact with HPD’s Domestic Violence Unit (DVU).</p>
Rationale/Evidence – 1,000 character limit
<p>In 2013, the Hartford Juvenile Court had the highest delinquency and Families with Service Needs (FWSN) referral rate in the State: 64 per 1,000 juveniles (Source: Facts & Figures on Connecticut’s Juvenile Justice System). In 2013 a total of 756 youth were involved in crimes in the City of which 24% of crimes were</p>

<p>committed in the NHPZ area: 33% of the youth lived in the NHPZ (source: HPD). A review of State of Connecticut Family Violence Detailed Report shows that 498 children in Hartford were either involved or present during incidents of domestic violence in 2013. In 2013 the Police Department reported that Hartford had a total of 106 abuse and neglect reports of which 26% where in the NHPZ. Additionally, that same year it had 29% of arrests due to domestic violence in the NHPZ area.</p>
<p>Implementing Partners – 1,000 character limit</p> <ul style="list-style-type: none"> Hartford Health and Human Services will provide clinical social workers that will work closely with HPD officers in the Domestic Violence Unit. Hartford Police Activities League will provide recreational and educational programs that offer an alternative to violence. The YMCA’s Stop the Violence, Increase the Peace Coalition will work collaboratively with HPD to increase outreach and provide at risk youth with community-wide opportunities for engagement and enrichment as a strategy to reduce gang violence and deescalate conflict
<p>Committed Financial Support</p> <p>Source of Funds: City Activity: Domestic Violence Unit Detectives Amount: \$78,000 Start and end date: January 2015- January 2020 Recipient: Hartford Police Department</p>
<p>Financial Support Needed</p> <p>Type: Grant Activity: Provide direct interdisciplinary primary and secondary intervention to children who are victims, witnesses, or perpetrators of violent crime Estimated amount: \$2 million Date: January 2015- January 2020 Recipient: HPD and HHS</p>
<p>Committed Non-Financial Support</p> <p>Source and type: Police Activities League and Grater Hartford YMCA Activity: Provide recreational programs and training to at-risk youth Start and end date: January 2015- January2020 Recipient: MYvip Program</p>
<p>Non-Financial Support Needed</p> <p>Type: COPS Technical Assistance & Support Services Activity: On-site technical assistance provided by subject matter experts Start and end date: September 2015 Recipient: MYvip Program</p>
<p>Expected Outcome and Measurement – 1,000 character limit</p> <ul style="list-style-type: none"> Improved coordination and services to address youth violence and crime prevention by September 2015 (Measurement: Number of partnering agencies involved in coordinated services) Increased access to needed public health and/or social services by 10%. (Measurement: Number of youths reached and number of youths enrolled in the program). Reduction in community violence and crimes perpetrated by minority youth by 5%. (Measurement: crime statistics for youth in the NHPZ)
<p>Data Collection, Tracking and Sharing – 1,000 character limit</p> <p>HPD use the CD-CP interview protocols which will investigate children’s general developmental status, post-traumatic responses, exposure to additional episodes of violence, and subjective experience of the intervention. In addition, HPD will use the CD-CP surveys they have developed to measure changes in the attitudes and practices of police officers and mental health professional as a result of their involvement in the collaborative program. This information will be shared with HHS and partnering organizations.</p>
<p>Timeline/Milestones for Implementation – 1,000 character limit</p> <ul style="list-style-type: none"> Conduct cross-training,(provided by Yale University) of mental health professionals and law enforcement professionals to facilitate their collaborative work by 2015

<ul style="list-style-type: none"> Begin program by September 2015 – request families’ permission for youth to participate in the program.
Any federal regulatory and/or statutory barriers.
N/A – not applicable

Promise Zone Goal
➤ Reduce serious or violent crime
Description of Promise Zone Goal – 250 character limit
Reduce crime and improve community safety as part of a comprehensive strategy to advance neighborhood revitalization.
Community Sub-goal – 250 character limit
Increase at-risk youth opportunity to become positive, productive contributors of society.
Activities and Interventions – 1,000 character limit
Inspiring Trust aims to build and nurture positive relationships between regular patrol officers and city youth, preferably from the neighborhoods in which the officers patrol, through mutually enjoyable activities that are fun, promote team building, and contribute to the betterment of the community. Fun activities would include Laser Tag, Bowling, Golf & Go Karts, and movies. Team building/leadership activities would include the Competitive Youth Rowing Program through Riverfront Recapture, Rope climbing lessons and activities at Brownstone Exploration & Discovery Park in Portland. Community service activities would include neighborhood park clean up and back to school BBQ that will include distribution of backpacks. At-risk youth, identified by the Police Activities League (PAL) supervisors and through Juvenile Investigative detectives, will be approached with an invitation to participate in the program.
Rationale/Evidence – 1,000 character limit
In 2013, the Hartford Juvenile Court had the highest delinquency and Families with Service Needs (FWSN) referral rate in the State: 64 per 1,000 juveniles (Source: Facts & Figures on Connecticut’s Juvenile Justice System). In 2013 a total of 756 youth were involved in crimes in the City of which 24% of crimes were committed in the NHPZ area and 33% of the youth lived in the NHPZ (source: HPD). A review of State of Connecticut Family Violence Detailed Report shows that 498 children in Hartford were either involved or present during incidents of domestic violence in 2013. In 2013 the Police Department reported that Hartford had a total of 106 abuse and neglect reports of which 26% where in the NHPZ. Additionally, that same year it had 29% of arrests due to domestic violence in the NHPZ area. These youth need positive role models and activities that will keep them from continuing the cycle of violence.
Implementing Partners – 1,000 character limit
Inspiring Trust, an initiative proposed by the Board of Directors of the Police Athletic League of Hartford in collaboration with the Hartford Police Department, is a departure from traditional HPD/Youth programs, in that there will be no “classroom time,” no lectures, no enforcement directed concepts. Instead, Inspiring Trust will be focused on building and nurturing positive relationships between regular patrol officers and city youth, from the NHPZ neighborhood where the officer patrols. In essence, Inspiring Trust seeks to improve positive youth, police and community interaction. Additionally, the YMCA’s Stop the Violence, Increase the Peace Coalition will work collaboratively with HPD and PAL to increase outreach and provide at risk youth with community-wide opportunities for engagement and enrichment as a strategy to reduce gang violence and deescalate conflict.
Committed Financial Support
Source of Funds: CT Juvenile Advisory Police and Youth Grants Activity: Inspiring Trust – Police and Youth Program Amount: \$10,000 Start and end date: 2014-2015 Recipient: Police Activities League of Hartford
Financial Support Needed
Type: Grant Activity: Inspiring Trust – Police and Youth Program Activities Estimated amount: \$75,000

Date: 2015-2020
Recipient: Police Activities League of Hartford
Committed Non-Financial Support
Source and type: Greater Hartford YMCA
Activity: Stop the Violence, Increase the Peace Coalition activities
Start and end date: 2015-2020
Recipient: Police Activities League of Hartford
Non-Financial Support Needed
Type: Volunteer Patrol Officers
Activity: Patrol officers that work with the youth
Start and end date: 2015-2020
Recipient: Police Activities League of Hartford
Expected Outcome and Measurement – 1,000 character limit
The Inspiring Trust – Police and Youth Program activities have three positive outcomes: 1) increased personal connection by patrol officers with the community; 2) increased communication between youth and police; and 3) increased involvement in community improvement activities by both police and youth.
Data Collection, Tracking and Sharing – 1,000 character limit
The Police Activities League collects demographic information on the youth involved in the program such as age, gender, income-level and race. Additionally, it collects information on the frequency of contact between youth and police officers. This information is shared quarterly with partner organizations.
Timeline/Milestones for Implementation – 1,000 character limit
<ul style="list-style-type: none"> • Recruit participants into the program January 2015 - ongoing • Provide PAL activities by March 2015 - ongoing • Secure grant funding for above activities by 2015
Any federal regulatory and/or statutory barriers.
N/A – not applicable

**Promise Zone
Goals and Activities –Educational Opportunities**

Promise Zone Goal
Select Promise Zone Goal from Options listed below: <ul style="list-style-type: none"> • Improve educational opportunities
Description of Promise Zone Goal – 250 character limit
Increase the number of high school graduates that are college and career ready
Community Sub-goal – 250 character limit
Increase opportunities and supports so that greater numbers of students in the NHPZ graduate high school, college and career ready
Activities and Interventions – 1,000 character limit
<ul style="list-style-type: none"> • Increase professional development activities with educators and partners (named in sub goal) to share the CCR plan competencies and experiential learning opportunities available to students • Continue to provide the number of employers, partners and students involved in the implementation of the Hartford Student Internship Program – by 20% in the Zone and from 347 to 620 through the district. • increase opportunities and participation in the Summer Youth Employment and Learning Programs (SYELP) and the City’s Hartford Student Internship Program (HSIP) • Support full implementation of Student Success Plans across schools in the Northeast, Upper Albany and Clay Arsenal neighborhoods • Create STEM core learning experiences/pathways that begin in the elementary grades
Rationale/Evidence – 1,000 character limit
College and career readiness refers to the content knowledge, skills, and habits that students must possess to be successful in postsecondary education or training that leads to a sustaining career. A student who is ready for college and career can qualify for and succeed in entry-level, credit-bearing college courses without the need for remedial or developmental coursework. Currently, HPS has a district level freshman persistence rate of 78%, 79%, and 79% for students who graduated in 2010, 2011, 2012, respectively. Of the 545 Hartford students who enrolled in a 2-year college in 2007, only 6% completed degree requirements within 3 years. Hartford Public Schools, by implementing a data-driven, student centered and strategic approach to increase the graduation rate and with the assistance of funds from the High School Graduation initiative Grant, showed a significant increase in the cohort graduation rate from 63.2% in 2011 to 71.2% in 2013.
Implementing Partners – 1,000 character limit
The NHPZ serves approximately 3261 students in grades PK3-12 in 9 schools (not including the Achievement First programs). The investment in a department focused on College and Career Readiness and the demonstrated partnerships and financial commitments (as outlined in other sections) speak to Hartford’s Public Schools capacity and commitment to this sub-goal. To implement the above activities Hartford Public Schools will partner and leverage the activities with Capital Workforce Partners, the City of Hartford, Hartford Consortium for Higher Education (comprised of 12 college, university, and seminary presidents), Hartford Foundation for Public Giving, and Achieve Hartford!, to strengthen and deepen the work of college and career readiness.
Committed Financial Support
<p>Source of Funds: Federal Department of Education</p> <p>Activity: High School Graduation Initiative Grant</p> <p>Amount: \$13.5 million</p> <p>Start and end date: October 2010-September 2015</p> <p>Recipient of resources: Hartford Public Schools</p> <p>Source of Funds: Bill & Melinda Gates Foundation</p> <p>Activity: Support Residency Program to build strong and consistent school leadership; training and coaching for teachers for growth and effectiveness; advancement of Common Core curriculum and standards-based</p>

assessments; transforming of low performing district schools. Pilot and spread Grant was developed in collaboration with Milner/Jumoke Academy and Achievement First.

Amount: \$2,773,069

Start and end date: November 2012 - June 2015.

Recipient of resources: Hartford Public Schools

Source of Funds: City of Hartford Department of Families, Children Youth, and Recreation

Activity: SYELP and HSIP

Amount: \$1,150,000

Start and end date: 2014-2015

Recipient of resources: Capital Workforce Partners

Financial Support Needed

Type: Grant

Activity: Funding for the above college readiness activities

Estimated Amount: \$7 million

Start and end date: 2015-2020

Recipient: Hartford Public Schools

Type: Grant

Activity: SYELP and HSIP

Estimated Amount: \$5,750,000

Start and end date: 2015-2020

Recipient: City of Hartford Department of Families, Children, Youth and Recreation

Committed Non-Financial Support

Type: Technical assistance and in-kind services through the partnerships named above

Activity: For the above college readiness activities

Start and end date: 2015-2020

Recipient: Hartford Public Schools

Non-Financial Support Needed

Type: Building buy-in/capacity around the various aspects of our collaboration and partnerships

Activity: Shared commitments and actions and development of shared measurement tools

Start and End Date: 2015-2020

Recipient: Hartford Public Schools

Expected Outcome and Measurement – 1,000 character limit

FAFSA: Increase the FAFSA completion rate from 54.5 % to 70% by September 2015 as measured by the FAFSA Completion Project Operational Milestone Reporting Form.

College enrollment: Increase post-secondary enrollment rate from 55% to 70% by November 2015 as measured by the National Student Clearinghouse Report.

Concurrent college enrollment for high school students: Increase the total number of students enrolled in college level courses from 594 to 700 by June 2015 as measured by the Hartford Public Schools data system.

College Persistence: Hartford Public Schools (HPS) will increase persistence from 79% (baseline) to 82% (goal data) by November 2016 as measured by the National Student Clearinghouse Report.

Career Development: Hartford Public Schools (HPS) will increase the total number of students participating in Internship opportunities from 347 to 620 by September 2015 as measured by the Hartford Student Internship Program reporting system.

Data Collection, Tracking and Sharing – 1,000 character limit

Both quantitative and qualitative data have and will be collected on an ongoing basis throughout the implementation of the Hartford Promise Zone activities.

In the case of the work pertaining to College and Career Readiness and the partnership with the Department of Families, Children, Youth and Recreation, we will work to leverage and integrate aspects of the Hartford Public Schools data system, the Metro Hartford Information Services (MHIS), and Capital Workforce Partners (CWP)

Efforts to Outcomes (ETO) data management system, in order to capture student, as well as professional development data to assist with quality improvement and monitor indicators of progress aligned with our goal and sub goals. Additionally, we will use the National Student Clearinghouse and the Hartford Student Internship Program Reporting systems to monitor progress and success.
Timeline/Milestones for Implementation – 1,000 character limit
<ul style="list-style-type: none"> • Collaboration with CBOs & Higher Ed January to May 2015 • SSP & Internship Coordination October 2014 to June 2015 • FAFSA completion initiative and college application process supports January 2015 – ongoing • Progress Monitoring and Professional development January - September 2015 • Strategic planning & continuous improvement - Ongoing
Any federal regulatory and/or statutory barriers.
None

Promise Zone Goal
<ul style="list-style-type: none"> • Improve educational opportunities
Description of Promise Zone Goal – 250 character limit
Increase the number of high school graduates that are college and career ready
Community Sub-goal – 250 character limit
Implement literacy and intervention strategies for Hartford students and families in the NHPZ by December 31, 2015
Activities and Interventions – 1,000 character limit
Hartford Public Schools and Hartford Public Library propose to work in partnership to serve the literacy and intervention needs of Hartford students and families in the NHPZ through a coherent system of relevant resources, programming, and services focused on increasing community adult and youth literacy rates. As this proposal is part of the existing larger HPL & HPS Partnership work, this sub-goal will focus on fully implementing the library zone collaboration strategy and roll out plan in the NHPZ. The agencies will implement the following activities: 1) Zone Collaboration Strategy - build partnerships between branch libraries and surrounding schools to improve services and access; 2) Partnership Communication Strategy - effectively communicate programs and resources to all stakeholders to improve access to literacy resources and services; and 3) Technology, Resource, and Access Strategy - leverage shared tools, systems, and resources to improve services and access (new).
Rationale/Evidence – 1,000 character limit
The NHPZ areas include Upper Albany Branch Library and Barbour Branch Library Zone. The schools that fall within these zones are primarily neighborhood schools serving students that underperform in literacy as compared to their peers in surrounding zones. Only 2 out of 9 schools that fall within these two zones currently have school libraries staffed by Library Media Specialists. A study conducted in 2001 compared student performance across 4 states with the level of access to library media programs in schools in partnership with local public libraries. The results overwhelmingly confirmed higher student achievement for students that had access to and participated in robust library programming including those with dedicated staffing, current and adequate collections, and comprehensive literacy programs and services (Lance, K.C (2001) Proof of the Power: Recent Research on the Impact of School Library Media Programs on the Academic Achievement of US Public School Students. ERIC Digest)
Implementing Partners – 1,000 character limit
The vision of the Hartford Public Schools and Hartford Public Library is to work collaboratively to serve the library and intervention needs of Hartford students and families through a coherent system of relevant resources, programming, and services. Common features of effective public library and school collaborations are designed to promote reading in schools, homes, and libraries, include access to varied material that appeals to all ages and tastes, promote active parent involvement, foster partnerships among community institutions, and support collaboration among significant adults in students' lives. The Hartford Public Schools and Hartford Public Library's collaboration efforts are currently evidenced through the development of a joint collaboration action plan that outlines the roles and responsibilities of each entity in all three strategy areas (Zone Collaboration Strategy,

Partnership Communication Strategy, and Technology, Resource and Access Strategy).
Committed Financial Support
<p>Source of Funds: Hartford Board of Education Budget Activity: Goodwin Branch Library Zone Collaboration Pilot Development and Implementation Amount: \$74,788 Start and end date: 2013-14 School Year and Recurring Recipient of Resources: Funds Support Partnership Efforts and Activities</p> <p>Source of Funds: Hartford Public Library Budget Activity: Goodwin Branch Library Zone Collaboration Pilot Development and Implementation Amount: \$25,470 Start and end date: 2014-2015 Recipient of Resources: Funds Support Partnership Efforts and Activities</p>
Financial Support Needed
<p>Type: Grants or HPL/HPS Budget Activity: Need increased FTEs per zone for both HPL and HPS; Shared Circulation System Upgrade, Maintenance, and Collection Development; Zone Collaboration Programming Funding; Communications Funding; Shared Technology Resources Estimated amount: Year 1 \$801,332; Year 2 \$966,274; Year 3 \$1,135,068; Year 4 \$1,269,880; Year 5 \$1,166,668; Year 6 \$1,218,235 (Total over five years: \$5,339,222) Start and end date: 2015-2020 Recipient: HPL/HPS Partnership</p>
Committed Non-Financial Support
<p>Type: HPS/HPL Budgets Activity: School and Branch Staff Collaboration, Time, Facilities Start and end date: 2015-2020 Recipient: HPL/HPS Partnership</p>
Non-Financial Support Needed
<p>Type: Partnership Activity: Building buy-in/capacity around the various aspects of our collaboration and partnerships Start and end date: 2015-2020 Recipient: HPL/HPS Partnership</p>
Expected Outcome and Measurement – 1,000 character limit
<p>We expect to see positive outcomes in four areas identified as key collaboration priorities:</p> <ul style="list-style-type: none"> • School Readiness • Library Services and Access • Programming for Students and Families • Intervention Programs and Services – summer learning loss <p>Measurement: Increased % of students meeting reading targets set each year by HPS Increased % of zone population with registered library cards Increased % of zone population participating in literacy programs and services</p>
Data Collection, Tracking and Sharing – 1,000 character limit
<p>In the case of the Hartford Public Schools and Hartford Public Library Partnership, action plans have been developed at both the partnership level as well as within each school/branch zone. Surveys have been administered and will continue to be used to collect data around stakeholder needs and feedback. This data is shared on a continuous within the various focus teams developed from the partnership (Core Leadership Team, Zone Teams, Systems & Access Team, Communication Team).</p>
Timeline/Milestones for Implementation – 1,000 character limit
<ul style="list-style-type: none"> • Implement multi-year zone collaboration expansion (Pilot Year: 1 Zone; Year 1: 2 Zones, Year 2: 2 Zones; Year 3: 2 Zones; Year 4: 3 Zones)

- | |
|---|
| <ul style="list-style-type: none">• Begin Partnership Communication Strategy in 2015• Implement Technology, Resource, and Access Strategy starting in 2015 |
| Any federal regulatory and/or statutory barriers. |
| N/A – not applicable |

**Promise Zone
Goals and Activities –Affordable Housing**

Promise Zone Goal
➤ Other community goal - Affordable Housing
Description of Promise Zone Goal – 250 character limit
Create programs that assist NHPZ’s individuals with preventing foreclosure and provide low-to-moderate income individuals and/or households decent, affordable and sustainable rental, homeownership, and home improvement opportunities.
Community Sub-goal – 250 character limit
Support NHPZ neighborhood stabilization by providing foreclosure prevention resources and information to current homeowners, prospective homebuyers, and other residents.
Activities and Interventions – 1,000 character limit
Continue to implement the House Hartford Downpayment Assistance Program which offers – providing up to 20% in down payment funds and requiring the front-end housing expense ratio to fall between 25%-33%, a range deemed sustainably affordable by HUD. Refer at risk clientele to the Emergency Mortgage Assistance Program administered by the Connecticut Housing Finance Authority. EMAP provides temporary monthly mortgage payment assistance for up to five years to eligible Connecticut homeowners who are facing foreclosure due to a financial hardship. Refer at-risk clients to the Neighborhood Corporation of America (NACA). This entity’s Home Save Program is effective in helping homeowners refinance their unaffordable mortgages. Allowing partial forgiveness, modification, or subordination of City debt in instances where foreclosure action can be prevented. Refer neighborhood residents to HUD-approved housing counseling agencies that offer professional housing counseling and training (ongoing)
Rationale/Evidence – 1,000 character limit
The NHPZ has a per capita income \$12,099 annually as opposed to \$16,286 for the City and \$37,726 for the State. Residents in the NHPZ face three intertwined challenges: unemployment (27.44%), poverty (49.35%) and low educational levels (only 38.3% of residents 25 years and older have a high school degree or equivalent). The City of Hartford had approximately 201 foreclosures in 2013. Of that number the Promise Zone foreclosure number was approximately 54, representing 27% of total foreclosures city-side(source: American Community Survey) Homeowners in the NHPZ are struggling to make their mortgage payments due to job loss or reduction of income. In addition, 56% of homes in Hartford were “underwater” in 2013.
Implementing Partners – 1,000 character limit
The Department of Development Services: Housing Division will work with supporting partners such as the Urban League of Greater Hartford, Neighborhood Assistance Corporation of America (NACA), and the Christian Activities Council to provide comprehensive housing counseling for individuals facing foreclosure, loss mitigation services, mortgage lending assistance, debt reduction counseling and financial literacy. Connecticut Housing Finance Authority (CHFA) and NACA will play a pivotal role in providing financial assistance to homeowners facing foreclosure and upside down home values.
Committed Financial Support
Source of funds: NONE Activity: N/A Amount: N/A Start and end date: N/A Recipient of resources: N/A
Financial Support Needed
Type: Marketing in the NHPZ Activity: Mailers and Correspondence Estimated amount: \$8,500.00 Start and end date: January 2015- January 2016 Recipient: Selected Housing Counseling agencies
Committed Non-Financial Support

Type: Comprehensive housing counseling Activity: Counseling for low-to moderate income individuals facing foreclosure, loss mitigation services, mortgage lending assistance, debt reduction counseling and financial literacy. Start and end date: Services are currently offered Recipient: Renters, homeowners, an prospective homebuyers
Non-Financial Support Needed
Type: Comprehensive housing counseling Activity: Counseling for low-to moderate income individuals facing foreclosure, loss mitigation services, mortgage lending assistance, debt reduction counseling and financial literacy. Start and end date: Services are currently offered Recipient: Renters, homeowners, an prospective homebuyers
Expected Outcome and Measurement – 1,000 character limit
<ul style="list-style-type: none"> • Reduce NHPZ foreclosure rate by 20% • Decrease the rate of sliding home values by 1%-3% • Help to Increase home values by 1%-3% • The number of residents attending professional, comprehensive housing counseling: 100 • Generally reduce the incidences of abandonment and vandalism in NHPZ
Data Collection, Tracking and Sharing – 1,000 character limit
<ul style="list-style-type: none"> • Requests quarterly reports on the number of residents attending counseling sessions • Periodically tracking foreclosure activity in housing market publications such as the Commercial Record and Hartford Business Journal • Documenting the number of referrals to counseling agencies • Periodically tracking the value of residential homes in NHPZ • Using data and outcomes to direct/affect future funding to housing agencies
Timeline/Milestones for Implementation – 1,000 character limit
<ul style="list-style-type: none"> • Identify additional funding for counseling agencies in 2015-2016 • Train all City of Hartford housing staff to disseminate foreclosure prevention information in 2015. • Create and maintain a resident referral form to track the number and nature of referrals to housing counseling agencies in 2015. • Organizing and presenting a foreclosure prevention fair/event in the NHPZ in 2015
Any federal regulatory and/or statutory barriers.
<ul style="list-style-type: none"> • N/A – not applicable

Promise Zone Goal
➤ Other community goal - Affordable Housing
Description of Promise Zone Goal – 250 character limit
Create programs that assist NHPZ's individuals with preventing foreclosure and provide low-to-moderate income individuals and/or households decent, affordable and sustainable rental, homeownership, and home improvement opportunities.
Community Sub-goal – 250 character limit
Create programs, initiatives or incentives to encourage rehabilitation and homeownership opportunities for low to moderate income households.
Activities and Interventions – 1,000 character limit
Expand the City's down payment assistance program that specifically targets low-to-moderate income residents who wish to live in the NHPZ. Provide information regarding the Connecticut Housing Finance Authority, which currently operates a first-time homebuyer offering down payment assistance for low to moderate income households currently living in public Housing. Expand Hartford's Restoration Project to assist with blight remediation and exterior beautification. Expand the developer/builders gap financing, allowing the construction of single family and owner occupied rental homes where the cost to build exceed what the property can sell for in the open market. Fully fund the City's Housing Preservation Loan Fund to inexpensively cover the cost of

<p>general repairs, code violations, and blight remediation for low-to moderate income homeowners. Continue to support Rebuilding Together Hartford's efforts to provide no-cost minor repair services for low income, elderly, or disabled homeowners in Hartford.</p>
<p>Rationale/Evidence – 1,000 character limit</p>
<p>The NHPZ has a per capita income \$12,099 annually as opposed to \$16,286 for the City and \$37,726 for the State. Residents in the NHPZ face three intertwined challenges: unemployment (27.44%), poverty (49.35%) and low educational levels (only 38.3% of residents 25 years and older have a high school degree or equivalent). The NHPZ has a total of 10,113 housing units for a population of 23,930. Eighty-six percent of the City's residential housing stock was built before 1978 and likely contains lead. Fifty-two percent of the housing stock was built before 1950 - homes that are now in need of deferred maintenance. (American Community Survey). In 2011, a City-wide inventory survey of buildings in Hartford revealed the existence of over 700 blighted buildings, many of which are residential 1-6 family structures.</p>
<p>Implementing Partners – 1,000 character limit</p>
<p>The Housing Division is the lead implementing partner for the above mentioned activities. The Housing Division will partner with Rebuilding Together Hartford, Connecticut Housing Finance Authority, Christian Activities Council, and the Hartford Habitat for Humanity. First mortgage lenders providing affordable financing for homeownership HomeBridge Financial, First Niagara Bank, First World Mortgage, United Bank (formerly Rockville Bank)</p>
<p>Committed Financial Support</p>
<p>Source of funds: City, State, Federal, private Activity: Homeownership and Rehabilitation Amount: HPLF: \$2,065,000 (\$75K; HHS:\$200k, LSNI: \$100K, HouseHartford: \$250k; GAP: \$100K; CIP: \$300K, CHFA and private lenders: \$1 million; Rebuilding Together Hartford: \$40k; Habitat for Humanity: \$350K) Start and end date: January 2015- January 2020 Recipient of resources: low to moderate income households seeking to affordably purchase or improve a home in Hartford.</p>
<p>Financial Support Needed</p>
<p>Type: City, State, Federal, private (all sources) Activity: Homeownership and Rehabilitation Estimated amount: \$2,000,000 (Additional) Start and end date: January 2015- January 2020 Recipient: low to moderate income households seeking to affordably purchase or improve a home in Hartford</p>
<p>Committed Non-Financial Support</p>
<p>Type: Free human capital (volunteers) Activity: Construction of new homes and rehabilitation and repair of existing homes Start and end date: January 2015- January 2016 Recipient: low to moderate prospective homebuyers and current homeowners</p>
<p>Non-Financial Support Needed</p>
<p>Type: N/A Activity: Start and end date: Recipient:</p>
<p>Expected Outcome and Measurement – 1,000 character limit</p>
<ul style="list-style-type: none"> • 15 blighted properties addressed (residential owner-occupied); • 60 owner-occupied units improved to decent, safe condition; • 25 owner-occupied units lead remediated; • 100 Completed rehabilitation projects (properties); • 120 low to moderate income households assisted in the NHPZ's; • 80 new homebuyers in NHPZ over five years; and, • 5-10 city owned properties/lots acquired and sold for homeownership development.
<p>Data Collection, Tracking and Sharing – 1,000 character limit</p>

<ul style="list-style-type: none"> • Housing collects and tracks transactional data for all projects assisted by funds administered by the City; • Spreadsheets are the collection tool of choice for City loan program; • Participating lenders may be required to share loan origination and closing data in NHPZ (CRA efforts and accomplishments); • The City’s MUNIS financial system collects and tracks housing program expenditure data; and, • The use of HUD’s Integrated Disbursement & information System allows Housing to track and report funding and expenditure figures for HOME/CDBG related housing activities
Timeline/Milestones for Implementation – 1,000 character limit
<ul style="list-style-type: none"> • Housing must hire three additional staff members by the beginning of 2015-2016; • Capital Improvement Funds for the loan activity must be authorized by July 2015; and, • Marketing efforts in the NHPZ on the part of our partners should begin by July 2015.
Any federal regulatory and/or statutory barriers.
<ul style="list-style-type: none"> • N/A – not applicable

Promise Zone Goal
➤ Other community goal -Affordable Housing
Description of Promise Zone Goal – 250 character limit
Create programs that assist NHPZ’s individuals with preventing foreclosure and provide low-to-moderate income individuals and/or households decent, affordable and sustainable rental, homeownership, and home improvement opportunities.
Community Sub-goal – 250 character limit
Increase and improve the affordability and condition of rental units, especially along transit corridors, such as Albany Avenue and North Main Street.
Activities and Interventions – 1,000 character limit
<ul style="list-style-type: none"> • Maintaining/expanding the City of Hartford’s Section 8 Housing Choice Voucher Program, providing rental assistance for thousands of low income families. Housing Preservation Loan Fund – general repair, code violations, blight remediation for rental units in multi-family homes. Program often requires owners to rent to low-to moderate households and capping rents to an “affordable level”. • HHS Lead Remediation loans – for lead remediation activities in rental units in multi-family homes. Program often requires owners to rent to low-to moderate households with children. • The Hartford Community Loan Fund, a private lender, provides loans to owners of multi-family properties seeking to rehabilitate/update rental units. • The City’s Home Partnerships Investment Program lends federal dollars to developers of affordable rental housing. Housing staff to seek out project opportunities in NHPZ.
Rationale/Evidence – 1,000 character limit
Households paying more than 30% of household income to cover housing expenses: 62.7 % Upper Albany; 53.4% Northeast; 72.8% Clay Arsenal – compared to a city-wide percentage of 58.5% (Ninigret Partners-Hartford Housing Study);many household cannot afford the ancillary costs associated with owning a home an choose to rent.
Implementing Partners – 1,000 character limit
<ul style="list-style-type: none"> • The City of Hartford Housing Division is the lead implementing agency. The Housing Division will partner with the Hartford Community Loan Fund, Horace Bushnell, and the Connecticut Housing Finance Authority to implement the above mentioned activities. • HHA will meet with the Housing Division on a regular basis to ensure their respective housing development efforts are strategically aligned. Such efforts will ultimately, results in new developments that will benefit the local neighborhoods, include the zone.
Committed Financial Support
Source of funds: Federal, State, and City, private funding sources Activity: Rental Rehabilitation and Development Amount: \$ 2,750,000 (HPLF: \$200K; HOME: \$1 million, HHS: \$450k; LSNI: \$100K, GAP: \$100K; CIP: \$500K; CHFA rental development funds: Variable; Hartford Community Loan Fund: \$400K

<p>Start and end date: January 2015- January 2020 Recipient of resources: Developers and building owners developing rehabilitating affordable rental units in NHPZ.</p>
<p>Financial Support Needed</p>
<p>Type: Federal, State, and City, private funding sources Activity: Rental Rehabilitation and Development Estimated amount: \$5,000,000 (additional dollars needed) Start and end date: January 2015- January 2020 Recipient: Developers and building owners developing rehabilitating affordable rental units in NHPZ.</p>
<p>Committed Non-Financial Support</p>
<p>Type: N/A Activity: Start and end date: Recipient:</p>
<p>Non-Financial Support Needed</p>
<p>Type: N/A Activity: Start and end date: Recipient:</p>
<p>Expected Outcome and Measurement – 1,000 character limit</p>
<ul style="list-style-type: none"> • 100 rental units rehabilitated • 60 rental units lead remediated • Housing to seek 10-20 Project-Based Section 8 affordable rental opportunities • 50 new rental units created • Average rental cost monitored over 5 years
<p>Data Collection, Tracking and Sharing – 1,000 character limit</p>
<ul style="list-style-type: none"> • Housing collects and tracks transactional data for all projects/households assisted by funds administered by the City; • Spreadsheets are the collection tool of choice for City loan program; • The City’s MUNIS financial system collects and tracks housing program expenditure data; • The use of HUD’s Integrated Disbursement & information System allows Housing to track and report funding and expenditure figures for HOME / CDBG related housing activities; • HUD furnishes a booklet on the estimated number, location and availability of affordable rental housing in the City of Hartford; • Annually, the State of Connecticut issues a communique that informs municipalities of the number of affordable housing units in each community; and, • Collect information of average rents in NHPZ over five years.
<p>Timeline/Milestones for Implementation – 1,000 character limit</p>
<ul style="list-style-type: none"> • Housing must hire three additional staff members by the beginning of 2015-2016 • Capital Improvement Funds for the loan activity must be authorized by July 2015 • Marketing efforts in the NHPZ on the part of our partners should begin by July 2015
<p>Any federal regulatory and/or statutory barriers.</p>
<ul style="list-style-type: none"> • N/A – not applicable

**Promise Zone
Goals and Activities – Health and Wellness**

Promise Zone Goal
➤ Other community goal - Health and Wellness
Description of Promise Zone Goal – 250 character limit
Improve emotional and physical development of high-risk children and families.
Community Sub-goal – 250 character limit
Decrease the incidence of emotional and behavioral disturbance, developmental and learning problems, and abuse and neglect among high-risk young children and their families.
Activities and Interventions – 1,000 character limit
Child First provides services to pregnant women and families with children from birth to age 6 years in cases in which the child has emotional, behavioral, or developmental concerns or the family faces multiple risks that are likely to lead to negative child outcomes. Child First is an intensive home visiting approach that uses two professionals working together as a team: (1) a bachelor's level care coordinator connects children and families to needed services and (2) a master's level, licensed, mental health clinician who provides a psychotherapeutic intervention. Targeted implementation of the Child First model in the NHPZ, with two dedicated teams, would provide integrated, wrap-around services and supports to 48-60 households annually. The Village for Families and Children (The Village) currently serves 24 families in Hartford, and eight families in the targeted zone. The unmet need is estimated between 75-100 families in the NHPZ area.
Rationale/Evidence – 1,000 character limit
Evidence suggests that domestic violence (DV) is especially likely to occur when other risks (i.e. parental or sibling substance abuse, unemployment and related financial stress, violence, other negative influences in the surrounding community) also are present, creating an overlap of familial and environmental violence and/or negative influences and putting children living with such overlap at extremely high risk (Intersection of Child Abuse and Children's Exposure to DV, Trauma, Violence & Abuse 9:84). In 2013 HPD reported that Hartford had a total of 106 abuse and neglect reports of which 26% were in the NHPZ. That same year it had 29% of arrests due to DV in the NHPZ. The Child First, evidence-based home visitation model prevents family disruption and promotes the healthy development of children by decreasing environmental stressors that are toxic to the developing brain of the child, and by increasing parent-child attachment as a protective factor against this toxic stress.
Implementing Partners – 1,000 character limit
The Village is a nonprofit, multi-service organization serving the Greater Hartford region for over 200 years. The Village endeavors "to build a community of strong, healthy families who protect and nurture children." It fulfills this mission by providing a full range of child welfare, behavioral health and community support services for children and their families. From prevention to crisis, The Village does whatever it takes to help children and families transform their lives, and to ensure that every child believes in tomorrow. Since 2010, The Village has been part of replicating Child First in Connecticut and has an excellent record of implementing Child First with fidelity to the model. Today, the organization has two teams serving Hartford and one in Bloomfield.
Committed Financial Support
Source of funds: Department of Children and Families Activity: Child First teams serving Hartford Amount: (25% of total, pro-rated based on Promise Zone) \$105,735 per year Start and end date: Current contract: 07/01/2012-6/30/2015 Recipient of resources: The Village for Families and Children
Financial Support Needed
Type: Operating Activity: Two Child First Teams Estimated amount: \$420,000 per year (\$2.1 million over five years) Start and end date: 2015-2020 Recipient: The Village for Families & Children

Committed Non-Financial Support
Type: N/A Activity: Start and end date: Recipient:
Non-Financial Support Needed
Type: N/A Activity: Start and end date: Recipient:
Expected Outcome and Measurement – 1,000 character limit
Child First is designed to improve maternal mental health and depression; child social-emotional and language development; and, referrals and access to community-based services and supports. Improved child emotional/behavioral problems or mental health; Decreased in caregiver parenting stress; Improved parent-child interaction; Enhanced child executive functioning/cognitive and language function; Reduced family involvement with DCF for child maltreatment; Increased family access to community-based services and supports. Child First’s established assessment protocol uses a combination of standardized measures; formal assessments developed or adapted by Child First; and informal assessments based on information obtained by the team during discussions with the family or observations. Teams administer assessments at specific points in time during the intervention; at specific developmental milestones for children; and on an as-needed basis determined by the family’s needs.
Data Collection, Tracking and Sharing – 1,000 character limit
Child First has a customized Electronic Health Record (EHR) that uses the CareLogic SaaS application to capture all required Child First clinical and administrative data elements. The Village collects required elements using its own CareLogic EHR and then submits the data to the Child First Central Program Office.
Timeline/Milestones for Implementation – 1,000 character limit
<ul style="list-style-type: none"> • Secure funding: 3-12 months • Staff and train new teams: 3-4 months • Enroll new Promise Zone Families to capacity: 2-3 months
Any federal regulatory and/or statutory barriers.
N/A – not applicable

Promise Zone Goal
➤ Other community goal- Health and Wellness
Description of Promise Zone Goal – 250 character limit
Improve emotional and physical development of high-risk children and families.
Community Sub-goal – 250 character limit
Increase the number of food retailers offering healthy food options from 0 to 10 and remove barriers to community gardening by 2016.
Activities and Interventions – 1,000 character limit
Organize a public forum with the community, food retailers and organizations about offering more healthy food options in the NHPZ. Meet with local small retailers and assist them in creating a buying collaborative in order to secure better prices for fresh produce (New). Adopt and implement amendments to zoning codes to remove barriers to urban agriculture and amend the City tax code to provide tax incentives to private property owners who may collaborate with NHPZ non-profits to develop urban farming operations on their property. To be eligible for a tax incentive, a property owner might deed the property to a 501c3 organization to develop a garden on the property. Language in the deed would state that if the property ceases to be used as a garden, ownership would revert back to the donor of the property. Secure grants funding to support the above activities

<p>Rationale/Evidence – 1,000 character limit with spaces</p> <p>A symptom of poverty is food insecurity, or lack of access to sufficient amounts of safe and nutritious foods for an active, healthy life. A report released by the Zwick Center for Food and Resource Policy and the University of Connecticut’s Cooperative Extension System ranked 169 towns in CT according to population with the greatest risk of food insecurity in the state. Hartford is ranked as eighth worst city in the nation, among cities with a population of 100,000 and 250,000, for providing low-income residents access to healthy foods. Approximately 30,000 residents in Hartford, an average of one out of every four residents, live in a food desert. In the NHPZ area there is not one full-service grocery store providing fresh foods. This inadequate and insufficient food environment leads to adverse public health outcomes. Elevated rates of obesity in the City undoubtedly contribute to these trends and can be ameliorated through proper nutrition and an improved food system.</p>
<p>Implementing Partners – 1,000 character limit</p> <p>The Greater Hartford YMCA / REACH (Racial and Ethnic Approaches to Community Health) Coalition is a partnership of 19 organizations to combat health disparities in Hartford.) The REACH Coalition will organize public forums with the community and food retailers about offering more health food options. Coalition partners will lead the efforts to meet with local retailers and assist them in creating a buying collaborative in order to secure better prices for fresh produce. The REACH Coalition will also create liaisons between small/medium grocery stores and farmers for the purchase of local fresh produces. Hartford Department of Health and Human Services will be responsible for drafting amendments to the zoning code and pursuing tax incentives for private property owners and Supporting Partner Knox, currently assists communities to implement community gardens.</p>
<p>Committed Financial Support</p> <p>Source of funds: Connecticut Health Foundation Grant Activity: REACH Coalition current programs Amount: \$75,000 Start and end date: January 1, 2014 to December 31, 2014 Recipient of resources: Greater Hartford YMCA/ REACH Coalition</p> <p>Source of funds: State of CT DPH Per Capita Fund Activity: Capacity building for urban agriculture Amount: \$10,000/year over 3 years (\$30,000 total) Start and end date: July 2014 Recipient of resource: Hartford Food Systems</p>
<p>Financial Support Needed</p> <p>Type: Grant Activity: To cover the cost of a facilitator and incidentals (printing, supplies, rent) for public forums, meetings with food retailers and liaison between local farmers and small/medium size grocery stores. Estimated amount: \$75,000 Start and end date: January 2015 to December 2015 Recipient: Greater Hartford YMCA/ REACH Coalition</p> <p>Type: Grant Activity: Development of community gardens Estimated amount: \$30,000 Start and end date: September 2015 - 2018 Recipient: Department of Health and Human Services</p> <p>Type: Grant Activity: Consumer education of healthy food choices and distribution of information Estimated amount: \$25,000 Start and end date: September 2015-2018 Recipient: Department of Health and Human Services</p>

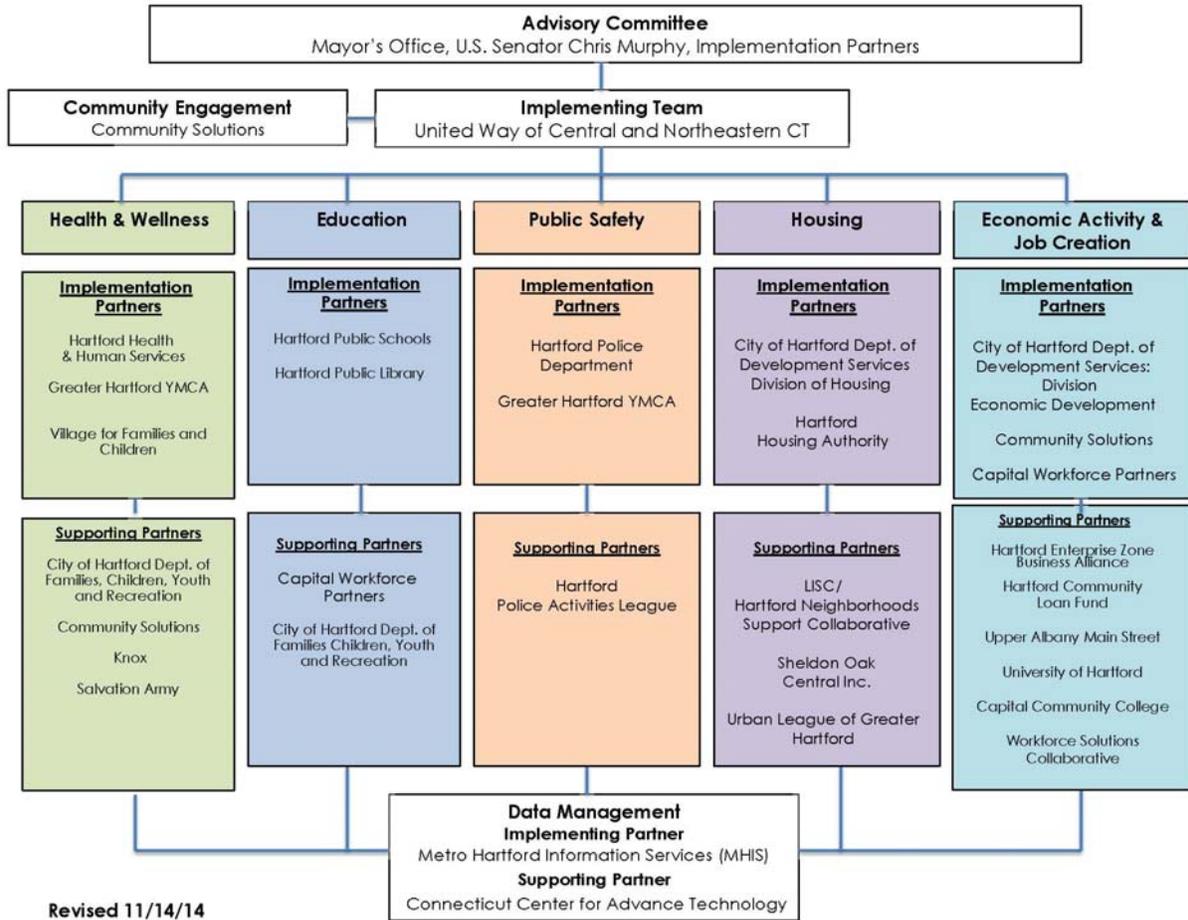
Committed Non-Financial Support
<p>Source and Type: In-kind support from Hartford REACH Coalition partners</p> <p>Activity: Support in the creation of a Community Action Plan, and its implementation, as we explore policy, system and environmental changes required to create a healthier community for residents of the NHPZ.</p> <p>Start and end date: January 2013 ongoing</p> <p>Recipient: Greater Hartford YMCA</p>
Non-Financial Support Needed
<p>Type: Volunteers</p> <p>Activity: Need 5-10 total, part and full-time volunteers to organize public forums</p> <p>Start and end date: September 2015-2018</p> <p>Recipient: Greater Hartford YMCA/REACH Coalition</p>
Expected Outcome and Measurement – 1,000 character limit
<ul style="list-style-type: none"> • Increase representation from the food retail industry to help direct future initiatives as it relates to healthy food options and food policy (measurement: number of retailers participating); • Create a dialogue between food retailers and the community to support healthy items in the stores (measurement: 75 or more people attend public forums); • Increase in community gardens created in the NHPZ (measurement: number of community gardens created); • Increase the quality and availability of fresh produce at small/medium-size groceries (measurement: number of groceries providing fresh produce); and • Increase the proportion of adults who are at healthy weight by 10% (measurement: use baseline data for NHPZ to compare impact of program).
Data Collection, Tracking and Sharing – 1,000 character limit
<p>The CDC required the REACH Coalition to comply with its data collection strategies. To that end, the REACH Coalition has a Data Collection Sub-Committee that is responsible for the collection, tracking and sharing of data. The data collected is consistent with the Community Action Plan (CAP) created to guide collective work and impact. In addition, GIS technology will be used to identify community garden plots within Promise Zone along with food metrics. Data will be shared with the Mayor’s Office and other Departments annually. The Efforts to Outcome (ETO) database will be used to collect the following:</p> <ul style="list-style-type: none"> • Number of gardening education sessions (including dates held, topics covered, number of participants, participants’ neighborhood of residence, equipment purchased, food type and yield); and, • Number of healthy food choices sessions (including dates held, topics covered, number of participants, participants’ neighborhood of residence and number of household members/children);
Timeline/Milestones for Implementation – 1,000 character limit
<ul style="list-style-type: none"> • Organize public forums by 2015 (measurement: number of organizations in attendance at public forums); • Creation of buying collaborative by 2015 (measurement: number of buying collaborative created); • Amend zoning codes to remove barriers to urban agriculture and amend the City tax code to provide tax incentives to private property owners by 2015; • Develop a plan to increase health food options by 2016 (measurement: Plan developed according to timeline); • Create of community gardens by 2016; • Provide education and nutrition education to consumers about healthy food choices by 2016; and, • Secure federal grant funding by 2016.
Any federal regulatory and/or statutory barriers.
<ul style="list-style-type: none"> • N/A – not applicable

Promise Zone Goal
➤ Other community goal - Health and Wellness
Description of Promise Zone Goal – 250 character limit
Improve emotional and physical development of high-risk children and families.
Community Sub-goal – 250 character limit
Increase families' and children's active lifestyles and nutrition education by 10%
Activities and Interventions – 1,000 character limit
<ul style="list-style-type: none"> • Review and revise current regulations for food service in licensed early learning centers. (Ongoing) • Educate early learning center and licensed home daycare providers about changes to regulations and provide reference materials and guidelines. (Ongoing) • Monitor obesity rates among preschool children to measure effects of policy changes. (Ongoing) • Increase distribution of nutrition information in child care facilities that is given to parents. (Ongoing) • “No Child Left Inside” summer food service and recreation program with emphasis on nutrition and physical activity at Keney Park in the NHPZ. (Ongoing) • Increase grant funding to support the above activities. (Ongoing)
Rationale/Evidence – 1,000 character limit
According to Hartford's Child Weight Surveillance report, 32% of Hartford's 3-to 4-year old children are either overweight or obese; the percentage increase to 39% for 4-to 5-year olds. This increased BMI with age trend is troublesome, as the expected long-term outcome is an increase in the overweight adult population. Difficult access to healthy and whole foods in low-income neighborhoods is the hard reality faced by a significant proportion of NHPZ residents. Lack of full-service grocery stores with higher quality fresh foods, coupled with the overall higher cost of healthy foods, increases the likelihood that our residents make food choices based on cost, typically leaving them to choose pre-pared foods. Hartford is well positioned to act since a great proportion of children's recreational time and food intake occurs in preschool, and nearly three quarters of all Hartford preschool children are enrolled in city-funded center-based care.
Implementing Partners – 1,000 character limit
<ul style="list-style-type: none"> • Department of Families, Children, Youth and Recreation – the Division of Recreation implements the “No Child Left Inside” summer food service and recreation program. “No Child Left Inside” defines recreation services by tying healthy meals with recreational activities and nutritional literacy. • Salvation Army has a location at 100 Nelson Street (in the middle of the PZ) and operates Preschool and Family Resource Center and an After School Enrichment Project. They will assist with the distribution of nutrition information in child care facilities and family center that is given to parents. • Department of Health and Human Services will review and revise current regulations for food services in licensed child day care centers and will educate day care providers about changes in regulations. The department will also monitor obesity rates among preschool children.
Committed Financial Support
<p>Source of funds: National Recreation and Park Association (NRPA) out-of-school time grant. Activity: “No Child Left Inside” summer food service and recreation program Amount: \$50,000 Start and end date: April 2014 to January 2015 Recipient of resources: Department of Families, Children, Youth and Recreation</p>
Financial Support Needed
<p>Type: Grant Activity: “No Child Left Inside” summer food service and recreation program Estimated amount: \$200,000 over 5 years (\$40,000 per year) Start and end date: January 2015- 2020 Recipient: Department of Families, Children, Youth and Recreation</p>
Committed Non-Financial Support
<p>Type: Partnering Organizations Activity: Community Center's In-Kind Resources for the “No Child Left Inside” Program</p>

Start and end date: January 2015-2020
Recipient: Department of Families, Children, Youth and Recreation
Non-Financial Support Needed
Type: Partnering Organizations
Activity: Community Center’s In-Kind Resources for the “No Child Left Inside” Program
Start and end date: January 2015-2020
Recipient: Department of Families, Children, Youth and Recreation
Expected Outcome and Measurement – 1,000 character limit
<ul style="list-style-type: none"> • Increase the number of facilities with nutrition standards for foods and beverages provided to preschool-aged children in child care by 10%. (Measurement: number of facilities participating) • Reduce the proportion of preschool children and adolescents who are considered obese by 10% (Measurement: establish baseline data for children in current facilities to compare impact of program) • Increase participation in summer food service and recreation programs in the NHPZ (Measurement: number of children participating in the “No Child Left Inside” program)
Data Collection, Tracking and Sharing – 1,000 character limit
Metro Hartford Information Systems (MHIS) will manage the project’s data management needs via the Socrata GovStat application - an online performance management system that will store project data, and measure and share progress among the partners. The collection of data will be a shared responsibility between MHIS and Connecticut Center for Advanced Technology (CCAT).
Timeline/Milestones for Implementation – 1,000 character limit
<ul style="list-style-type: none"> • Review and revise current regulations for food service in licensed child day care centers by 2015. • Provide education on new regulations to day care providers by 2015-2016. • Continue “No Child Left Inside” in 2015-2016 and ongoing • Secure federal grant funding by 2015 for above mentioned activities.
Any federal regulatory and/or statutory barriers.
<ul style="list-style-type: none"> • N/A – not applicable

Community Assets Reference in the Narrative

Downtown North Redevelopment (DoNo)
DoNo redevelopment will include a new ballpark, retain and restaurants, brewery, 210 SF of municipal office space, and over 600 residential units. This mix of uses will create a balanced community that combines work, play and living.
Northeast Neighborhood Center
The Center will provide a focal point and community center for the NHPZ. The development will be comprised of new modern housing essential services in a mixed-use format. The Center will meet the banking, shopping and entertainment needs of NHPZ residents.
Albany/Woodland Redevelopment
The primary goal of this redevelopment is to revitalize an extremely critical intersection in the Upper Albany Avenue area with a traditional strong neighborhood business presence so that businesses and residents are encouraged to remain in the area. The result envisioned would be the creation of neighborhood business space into a Town Center fronting on Albany Avenue and Woodland Street.
Sigourney/Homestead Redevelopment
The primary goal of the project is to eliminate blight, which prevents further investment in this neighborhood. This site is a 1.6 acre development area. The plan calls for mixed-use development at this location.
Restoration of Keney Park
Current restoration activities at Keney Park include a \$96,000 restoration to the hiking trails, a partnership between the Friends of Keney and the State of Connecticut. For the restoration of the historic Keney Park Golf Course, theCity has earmarked an initial investment of approximately \$5 million. Knox has partnered with the City to train residents in horticulture and forestry for jobs the restoration may create, and the entire park has undergone substantial maintenance work, including tree removal, underbrush clearing and trash pickup.
Upper Albany Revitalization
Christian Activities Council (CAC) has focused its real estate development efforts on a 20-block target area in the Upper Albany neighborhood where the organization has completed the rehabilitation of blighted two-family homes and former apartment buildings and the construction of new homes on once-vacant lots. All of the homes were sold to first-time homeowners. With the completion of its six-unit condominium project on Edgewood Street in 2011, CAC will have invested over \$7 million in the area and developed 22 homeowner units and 16 rental units. LISC has been a solid partner in these efforts providing predevelopment and construction financing for many of the projects and operating support for project management and comprehensive community development staff positions within the organization.



Revised 11/14/14