# newhaven ♥
## City Transformation Plan

# Contents

# CITY OF NEW HAVEN

## TONI N. HARP, MAYOR

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All-America City

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Dear New Haven Residents!

With gratitude for a second term as Mayor, I am very pleased to share this "City of New Haven Transformation Plan."

Over the past two years we have made broad, positive strides in public safety, public education, and economic opportunity. We have earned steady and positive national attention for these accomplishments, and our city already has many policies and programs in place that others could use as models.  Today, there are signs everywhere that a more vibrant and equitable New Haven is emerging, and this is very exciting.  Yet, many challenges remain, and the results of my first term encourage and boost my belief in our collective potential to address our challenges and transform peoples' lives.

Our "City of New Haven Transformation Plan" is a five-year blueprint to ensure that the city keeps moving forward. It will help transform all of New Haven into a place of greater opportunity and well-being for all of our residents.  More than a year of genuine collaboration among community residents and leaders has yielded a vision for improving our city that builds on its many assets: a capacity to attract high quality people, institutions and jobs; an accepting and inclusive culture; and, a collective sense of history, responsibility, and perspective.

This plan envisions a new generation of partnerships among public agencies, businesses and nonprofit providers. I am optimistic about these collaborations because there is a shared commitment to forge new and more effective approaches in critical areas such as job and workforce development, public health management, homelessness prevention, adult literacy, and early childhood education. More than ever before we recognize the interconnectedness of all these areas as well as the need to address the multiple barriers many families face as they struggle towards a better life.

Implementation of some transformational strategies is already underway.  Examples of our efforts, include but are not limited to: a successful mobilization of the social and public health networks around anti-smoking in New Haven because smoking-related cancer and cardiovascular disease are two of the top five causes of death and premature death in the city; there are existing collaboratives of human service providers working together to help people who are chronically homeless to get housing and on a path to self-sufficiency; and a recent influx of new and small business in the City, to mention a few.

We are looking forward to similar success on many other fronts.  After having served more than 25 years in elected offices, it is more clear to me than ever that the common denominator in a successful strategy to combat the challenges we face is providing the best possible public education for our students. And I strongly believe literacy is the key to a robust, effective public education system. So, to complement all we must do to transform New Haven, we must become "The City that Reads."

I cherish the opportunity we have at this time and place in history to work with all of you to build a city that is responsive to all those who are here, and accountable to all those yet to come.

Please join me in making this a reality through the "City of New Haven Transformation Plan"!

Sincerely,

Toni N. Harp
Mayor

**COMMUNITY SERVICES ADMINISTRATION**

**CSA**
Community Services Administration

**Toni N. Harp**
**Mayor**

**Dr. Martha Okafor**
**Administrator**

Dear New Haven residents and stakeholders:

It is my distinct pleasure to introduce you to the City Transformation Plan (CTP). This Plan is the product of over 10 months of work that began with our Promise Zone plan in Fall 2014. After being named as one of the 10 top Finalists in the nation, we continued our efforts, through July 2015, which culminated into our Citywide EXPO on July 28, 2015 attended by over 350 people. At the Expo, seven work groups presented a transformative vision gathered from many residents, community leaders and businesses in the City. We received feedback on the visionary goals and strategies with suggested implementation actions to include in the City Transformation Plan. Since then, City staff have worked with the work group leaders to prepare this Plan (downloadable at this link: www.transformnewhaven.org). This Plan is a living document that will be continuously improved and aligned with our implementation realities and continuous feedback from all of you. You are encouraged to access the mobile-friendly CTP web-site that provides an easy way to review the CTP's contents (www.transformnewhaven.org). We still welcome inputs on this Plan and value your on-going participation in finding innovative and transformative solutions for all New Haven residents to succeed.

The Plan provides authentic recommendations on strategies, goals and strategic solutions for each of the eight Platforms in the Plan to be activated into transformative action. This Plan also articulates the principles that need to guide the new way for us to work collectively to be successful in the next 5 years. The good news is that implementation of many of the strategies is already underway through a variety of efforts. One significant implementation activity is the resubmission of New Haven's Promise Zone application to secure a designation that could bring substantial benefit to the New Haven community.
The City will be reaching out to all community and prospective partners involved in these sectors to encourage engagement in the ongoing implementation of the Plan. Success will require the dedicated, collaborative effort and engagement of all stakeholders as partners and critical friends. Please also stand ready to work with us to determine the specific ways your organization can contribute to the achievement of the CTP and Promise Zone goals.

I would like to thank all the following leaders that worked on developing this Plan:

Bill Villano and Mary Reynolds [Workforce and Job Chairs]; Matt Nemerson and Serena Neal-Sanjurjo [Economic Development Chairs]; Alice Forrester, Marianne Hatfield and Dr. Byron Kennedy [Health and Wellness Chairs]; Karen DuBois-Walton and Karyn Gilvarg [Housing and Physical Environment Chairs]; Jason Bartlett, Adrianna Joseph and Rachel Heerema [Education and Youth Development Chair]; Jennifer Heath, Eliza Halsey and Tina Mannarino [Early Childhood Chairs]; and Lee Cruz and Anthony Campbell [Community cohesion and Safety]. I would also like to thank Amos Smith, Whitney Fu, Keith Lawrence, and our Consultant Jim Farnam and Camille Seaberry of Farnam Associates for their dedication and leadership in this planning process. I look forward to working with all of you to implement this Plan.

Sincerely,

Martha Okafor
Community Services Administrator

**NEW HAVEN** IT ALL HAPPENS HERE

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## Introduction

Mayor Toni Harp has called upon the New Haven community to join together to promote New Haven as a City of Promise, Opportunity, and Innovation – where everyone can succeed. To make that happen, we must build on what makes our city great: our incredible knowledge and service institutions, our diverse economy, and the people and neighborhoods that give our city its rich and diverse culture.

At the same time, we must acknowledge the unevenness of this city's socioeconomic landscape. The New Haven story has long been a "tale of two cities" in which wealth, well-being, and opportunity coincide with race, place, gender, and age. We have already begun to change that story by:

- Advancing our nationally recognized School Change initiative and engaging disconnected youth with educational opportunities through YouthSTAT

- Launching our Fresh Start initiative to provide a second chance to individuals returning to our community from incarceration

- Engaging major employers to hire more New Haven residents

- Continuing to support grassroots action around the city to improve neighborhood conditions and bring neighbors together

In Fall 2014, 67 organizations came together with city agencies and other community partners to apply for designation as a federal Promise Zone. Prior to the submission of the Promise Zone application, Mayor Harp asked the city to seize the opportunity presented by the Promise Zone collaboration to design and implement a comprehensive, five-year New Haven City Transformation Plan (CTP). In spring 2015, we learned that our bid for the Promise Zone designation was not successful, although we were one of the top ten finalists in the nation.

We proceeded with the CTP, and many additional organizations signed on to this broader effort, committing to:

• Create new partnerships for innovative solutions to social issues

• Use data to be accountable to New Haven communities

• Emphasize equitable outcomes in all our work

Seven work groups, co-chaired by various nonprofit, City, and community leaders, met between March and June, 2015 to identify goals and strategies for the proposed CTP.

They focused on these eight areas:

**Workforce and Jobs**

**Economic Activity**

**Early Childhood**

**Education and Positive Youth Development**

**Adult Literacy**

**Community Cohesion and Safety**

**Community Health and Mental Health**

**Housing and Physical Environment**

Community engagement efforts involved "listening tours" across the city, with eight open focus groups with over 150 participants, held in Community Management Team meetings, faith-based organizations, and other neighborhood groups. These efforts led up to a citywide Community Expo on July 28, 2015 in which over 300 residents gathered to learn about the Plan and provide input on Plan priorities and strategies.

**This document moves our collective effort forward in the following ways:**

- It synthesizes the work groups' proposals into a blueprint for collective action, keeping in mind basic needs and themes that cut across all of the areas identified.

- It sets forth a set of realistic timeframes, measurable goals, and action strategies connected to those themes.

- It identifies indicators and graphic tools for measuring progress in each area.

- It outlines a governance model for partners and stakeholders that will promote mutual accountability and collective impact needed to transform New Haven.

The CTP sets an immediate and long-term course to guide the policies, practices, and changes we must make to move towards a more equitable, inclusive, safe, and regionally competitive New Haven.

Once the real work of implementation begins in Winter-Spring 2016, the CTP work groups will reconvene quarterly to assess progress and to recommend modifications where necessary. We will submit annual reports and major Plan updates every two years based on what we learn, what is working, and how our residents and elected leaders shape our laws and strategic directions.

City of New Haven Elected Officials ~ New Haven Public Schools ~ Yale University ~ Southern Connecticut State University ~ Yale New Haven Hospital ~ Community Foundation of Greater New Haven ~ United Way of Greater New Haven ~ New Haven Works ~ Workforce Alliance ~ Elm City Communities / Housing Authority of New Haven ~ Community Action Agency for New Haven ~ New Haven Family Alliance ~ Clifford Beers Clinic ~ The Michael Bolton Charities ~ DataHaven ~ Connecticut Center for Arts and Technology (ConnCAT) ~ Literacy Volunteers of New Haven ~ New Haven Free Public Library ~ Economic Development Corporation of New Haven ~ University of New Haven ~ Albertus Magnus College ~ Dwight Hall ~ Community Alliance for Research and Engagement (CARE) ~ Yale Child Study Center ~ Greater New Haven Chamber of Commerce ~ Veoci ~ Achievement First ~ All Our Kin ~ New Haven Federation of Teachers ~ New Haven PROMISE ~ Higher Heights Youth Empowerment Program ~ Community Health Network of CT ~ Boys and Girls Club of New Haven ~ Citywide Youth Coalition ~ Music Haven ~ r'Kids Family Center ~ Solar Youth ~ Cornell Scott Hill Health Center ~ Fair Haven Community Health Center ~ Partnership for a Healthier Greater New Haven ~ MOMS Partnership ~ Consultation Center ~ Yale University Department of Psychiatry ~ Foundation for the Arts and Trauma, Inc. ~ Integrated Wellness Group ~ Agency on Aging of South Central CT ~ Christian Community Action ~ New Haven Community Violence Reduction Committee ~ New Haven Police Department ~ Beaver Hills Community Management Team ~ Dwight Community Management Team ~ Newhallville Community Management Team ~ Quinnipiac East Community Management Team ~ Newhallville Community Resilience Team ~ Greater New Haven Community Loan Fund ~ Local Initiatives Support Corporation ~ Neighborhood Housing Services ~ NeighborWorks New Horizons ~ Arts Council of Greater New Haven ~ Arts Industry Coalition ~ Artspace ~ CAPA/Shubert Theater ~ Creative Arts Workshop ~ International Festival of Arts and Ideas ~ Long Wharf Theater ~ URU The Right to Be

## Why New Haven Needs an Equitable CTP

The City of New Haven, which is home to 129,779 people, sits at the heart of Greater New Haven (GNH) - 13 municipalities of 463,998 people – for which our downtown serves as an economic hub.  GNH is located wholly within the larger New Haven-Milford Metropolitan Statistical Area (MSA), population 862,477.[1]

**The City of New Haven holds enormous promise:**

- It is the fastest-growing city in CT, with a revitalized urban core, a thriving arts scene, and an expanding university and hospital district, and an investment pipeline surpassing $1 billion.

- It is the dense hub of a relatively wealthy metropolitan area whose educated workforce, walkable neighborhoods, and major employers create opportunities for residents and entrepreneurs.

- Government, nonprofit, business, and community organizations in New Haven have acquired a national reputation for their ability to confront social and economic challenges through social innovations, evidence-based programs, and multi-sector partnerships.

However, as Table 1 below shows, these positive attributes stand side by side with other less favorable characteristics when New Haven is compared to the wider region. These problems prevent New Haven from realizing its full potential as an engine of smart, equitable growth and well-being for all.

| Census American Community Survey, ACS 2008-12 | City of New Haven | Greater New Haven |
|---|---|---|
| % pop. in poverty (100% FPL) | 27 | 12 |
| % pop. low income (200% FPL) | 48 | 26 |
| % families with children in poverty | 19 | 7 |
| % children in homes where no parent works | 13 | 6 |
| % children in single-parent homes | 62 | 36 |
| % pop. 16-19 not working or in school | 8.2 | 4.8 |
| % households with limited English | 9 | 5 |
| Part 1 serious and violent crime (rate/1000) | 61.2 | 36.7 |
| Part 1 violent crime (rate/1000) | 13.3 | 5.8 |

Table 1

Every New Haven neighborhood faces challenges, yet the uneven distribution of the city's assets and burdens among its neighborhoods is strikingly apparent.

In New Haven there has been a persistent overlap of wealth, opportunity, race, and place. Certain neighborhoods have been mired in poverty and offer residents few opportunities and amenities. As a whole, this city has been undergoing a nationally recognized renaissance for the past ten years. Nonetheless, it continues to host 54% of the region's poor, concentrated mostly in the Dixwell, Dwight, Fair Haven, Hill, Newhallville, and West Rock neighborhoods. Altogether these six neighborhoods constitute the largest low-income community in both the GNH and larger MSA region.

Poverty rates are disproportionately high among Blacks (29.5%), Latinos (38.3%), and children (37.4%) in New Haven.
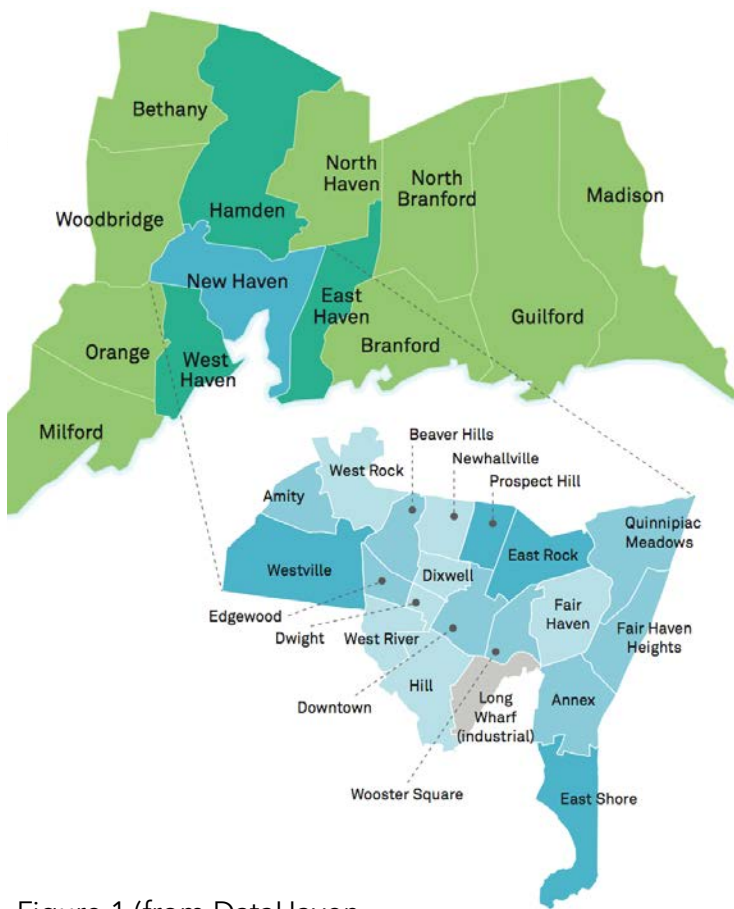


Figure 1 (from DataHaven Community Index 2013)

These demographic groups most display the effects of intergenerational poverty: poor health, unemployment, single parent households, and limited English spoken in the home. They are also at highest risk of exposure to the effects of crime, incarceration, food insecurity, and environmental hazards.

**For example:**

- Violent crime rates in lower income neighborhoods ranged from 18-30/1,000 people in 2005-2012.[2]

- 43% of adults in New Haven's low income neighborhoods are obese, compared to 29% in the city at large.[3]

- 23% of poor residents have asthma, compared to 18% in the city and 14% in Greater New Haven.[4]

- 82% of New Haven children (0-17) live in its poorest neighborhoods, and the vast majority attend public schools. In two of New Haven's "high need" schools—where students are disproportionately Black and Latino – fewer than 5% of 3rd and 4th graders meet or exceed expected achievement levels in English Language Arts.[5]

- 10% of 16 to 19 year olds are "disconnected" – not enrolled in school or employed, and at higher risk for chronic unemployment – versus 5% of youth in the region.[6]

- 25% of low-income neighborhood residents over 25 years of age have no high school diploma compared to 11% in the region, and only 20% have Bachelor's degrees, compared to 38% across Greater New Haven.

- High-poverty neighborhoods contain or are directly adjacent to tens of thousands of jobs, but 17% of their residents are unemployed, compared to 6% in the rest of the city and 10% in GNH.

Only one-quarter of those living in the poorest neighborhoods have jobs close to home, so most of the working poor need affordable, convenient transportation for finding and maintaining a job. In a city where more than one in four city households have no car available, nearly half of those in Dixwell, Dwight, Hill, and West Rock do not have cars.[7] CT Transit does provide bus service to the region; however, New Haven residents who take the bus are able to reach only 44 percent of all jobs in the metro area within 90 minutes during rush hour. Moreover, limited transit on nights and weekends makes many jobs inaccessible.[8]

Incarceration poses another huge barrier to employment. Along with the well-known limitations associated with criminal conviction and time spent in prison, there are additional barriers associated with returning from prison to neighborhoods with few opportunities and many risks of recidivism. Each year since 2012, roughly 93 percent of all New Haven residents released from incarceration returned to the six neighborhoods least able to provide opportunities for a fresh start. From 2012 through May 2014, more than 3,000 residents returned from incarceration; 1,400 ex-offenders reentered in 2014 alone. In Newhallville and parts of the Hill, the rate of reentering residents is nearly twice the citywide rate. At the same time, violent crime rates in these neighborhoods continue to exceed the statewide average, and recidivism rates for adults (as measured by re-arrest within 3 years of release) are as high as 64% based on statewide data.[9]
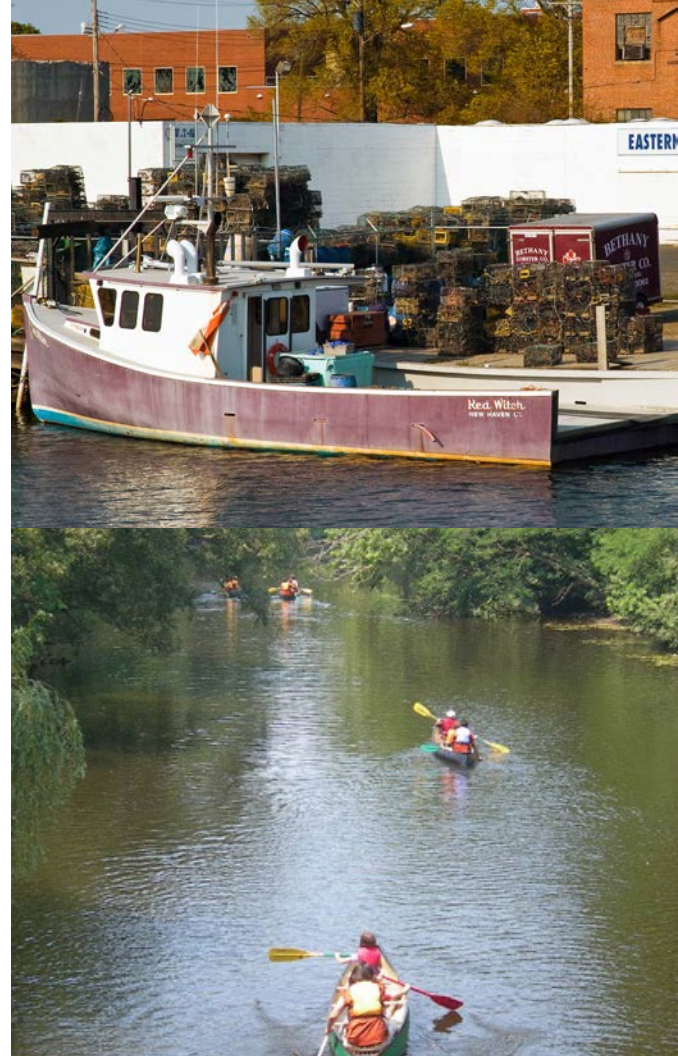
## What Will the New Haven City Transformation Plan Do?

New Haven's mix of assets and inequities offers a challenge: *How can we enhance this economic engine while reducing the barriers that prevent many city residents – particularly those of color living in low-opportunity neighborhoods – from becoming full participants and beneficiaries?*

The CTP creates a process that defines and implements strategies to intentionally connect all residents to educational achievement, regional economic growth and opportunity, and safe, vibrant, and healthy neighborhoods. It will establish measures and systems to achieve these shared goals.

To encourage region-wide growth, the CTP will enhance economic and entrepreneurial activity to create jobs for which we will prepare and support residents. Our education system, guided by our nationally-heralded School Change initiative, will produce graduates with "21st Century skills"– creativity and teamwork, essential social-emotional and soft skills – as well as sound academic skills that will support job access to growing sectors and supply the workforce to help drive our economic development.

The CTP will weave together a continuum of new and ongoing efforts to support youth from birth through career, providing the experiences they need to succeed and become the adaptive, lifelong learners who comprise our technically skilled workforce. The changing workforce needs of employers in strong or growing sectors of our economy – health, biotech, IT, and manufacturing – inform our education and workforce initiatives. Integrated strategies such as our early childhood system; neighborhood- and school-based wraparound health, family support, home visiting services; and youth-serving agencies will be complemented by efforts to improve the physical neighborhoods that make up the entire city and to foster an environment that engenders social development, family stability and wellness, and success in school and career. Our community capacity-building efforts and our community policing and intervention programs also intersect. This creates the groundwork for safe city neighborhoods that support healthy activity, social cohesion, and economic growth.

While individual services in New Haven are generally strong, disconnected institutions and the lack of a more unified approach to policy, practice, and systems' change sometimes undermine federal, state, philanthropic, and City efforts to deploy resources effectively. To produce collective impact, CTP Leadership will align these activities under a common set of goals, offer technical assistance, facilitate transformative collaboration, and create open and real-time communication to enable data sharing, cooperation, and shared systems of accountability.

**Crosscutting Themes**

The New Haven CTP will be a roadmap — now and over the next five years — for working across eight interrelated platforms to achieve citywide transformation. Three common themes will guide the work across these platforms:

- **Coordination of public, private, and nonprofit human service agencies and organizations**

There will be "no wrong door" for any New Haven resident seeking assistance from any human service agency or social service organization. Wherever an individual enters the human service delivery system, the CTP will ensure that New Haven has a uniform, wraparound care process that assesses their needs and helps them quickly access the support they require. As part of this new system, human service providers will recognize that when one person seeks services, there may be additional family members who need help. Furthermore, the CTP will facilitate collaborative efforts among providers of education, health, economic development, housing, workforce, and human services to support their shared clients more effectively.

- **Use of evidence-based strategies and practices**

The CTP will offer strategies in all platforms that are informed by the best available evidence of what works. These strategies will also take the values and expectations of clients into consideration as well as the likelihood that some human service agencies and organizations may also need to undergo a cultural shift to implement new, evidence-based approaches.

The desire to create a safe, clean, and healthy neighborhood and citywide environment also cuts across every goal outlined in the CTP. Implementers in each platform will take every opportunity to utilize evidence-based strategies and practices that also contribute to sustainable, health-promoting outcomes for all.

- **Equity, empowerment, cohesion**

While the CTP intends to support all of New Haven's residents, work in every platform will be shaped by the awareness that New Haven's poor neighborhoods and residents experience more deprivation and need more assistance to achieve a better life. Along with greater levels of services and resources, the CTP will encourage community building, organizing, and neighbor-to-neighbor connection in all neighborhoods. It will seek to identify and support residents with leadership potential as they come "through the doors" of service providers. Providers will also relate to clients and neighborhoods in ways that take into account language, identity, incarceration profiles, and other factors that can present special difficulties for achieving the Plan's goals.

*"Equity" refers to the balance of resources allocated to individuals, groups, or neighborhoods based on what those people or places historically and/or currently have or need. Resources may be economic, political, social, or otherwise. What is equitable may not necessarily be equal.*

*Equity stands apart from equality, which requires even distribution of resources to all.*

*Race, place, gender, and age are key social factors highlighted in this definition.*

**How the CTP Will Achieve Equity**

The CTP will utilize a multi-targeting implementation strategy to achieve equity. It will target all neighborhoods in the City of New Haven. At the same time, it will specifically target areas within the city that offer fewer opportunities and amenities, and that are chronic "hot spots" for many problems that make it very difficult for individuals, families, and neighborhoods to thrive. In platforms in which chronic inequities associate more strongly with particular demographic subgroups than with geography (e.g. Education and Youth Development, Early Childhood, Community Cohesion and Safety), those "opportunity groups" will be the CTP's additional targets. For example, youth of color will be a special focus in the application of the Plan's overall student achievement and community safety strategies.

Targeting particular neighborhoods/opportunity groups where appropriate as part of citywide strategies is the best way to raise overall outcomes, reduce racial disparities, and improve quality of life across the Greater New Haven region.

**In sum, the New Haven CTP provides:**

1. **A Clear Vision for New Haven's future**: specific equity outcomes to be achieved over the next five years in 23 strategy areas closely linked to individual opportunity, family and neighborhood well-being, and regional competitiveness.

2. **A pathway to short-term results that lays the foundation for long-term outcomes**: a set of near-term, back-to-basics outcomes to be achieved by 2018 that create a foundation to for transformational change by 2020.

3. **A framework to build out policies**: outlines of strategies and priority initiatives that will be developed and detailed to deliver the tangible outcomes highlighted in the CTP.

4. **A platform for collective impact**: a governance structure and network of partnerships that allows for collaboration to identify, create, and strengthen programs, policies, and partnerships that cut across bureaucratic boundaries to improve our city and neighborhoods.

5. **A dashboard of metrics to measure progress transparently**: graphics that identify and track clear equity, inclusion, and overall progress metrics to share how we are doing along with way.

6. **A forum for engaging our residents**: opportunities for New Haven's neighborhood leaders to participate in creating tangible improvements in their lives, their neighborhoods, and their entire city.

# The CTP Sets Out Long-Term Aspirations for Transforming New Haven by 2020

## *Jobs and Economic Vitality*

- An **education and workforce pipeline** connecting residents in all neighborhoods with skills training, social services, and employers who provide living wage jobs

- New Haven as a **competitive regional hub** that attracts and retains a mix of business types to the city

- Vibrant **neighborhood centers of commerce, jobs, and cohesion** that support stability, diversity, economic empowerment, and health

## *Early Childhood Success*

- **High-quality early child care and education** accessible to families and caregivers in all neighborhoods

- **All families and caregivers receiving support** needed for their children's growth

## *Education and Positive Youth Development*

- All young people with **meaningful relationships with caring adults and mentors** outside the home to support positive development and address problems

- **All students reading on grade level** to prepare for high school graduation and life success

- All young people with **specific plans for their college and career success**
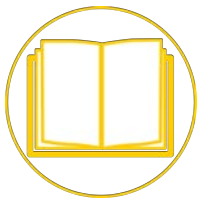
## *Adult Literacy*

- All New Haven adults **achieving high school level literacy**, with access to ESOL programs
- **Basic financial literacy and life skills** competence among all New Haven adults

## *Health for All*

- **Healthy, asthma-free children** in all neighborhoods
- **Food security** and **access to quality health care**, including **mental health services**, for all residents

## *Safe, Connected Communities*

- Empowerment and support for **neighborhood leaders**
- **Community-Police Partnerships** to eliminate crime
- **Reintegrated and reconnected** formerly incarcerated neighborhood residents

## *Affordable Homes and Sustainable Neighborhoods*

- **Safe, sanitary, and affordable housing** available for residents of all income levels
- **All neighborhoods** with physical infrastructure, resources, and civic capacity to be **safe, clean, and green**

# CTP Theory of Change

Equity
(universal, neighborhood, opportunity-group targeting)

Evidence-Based Strategies
(best-practices, metrics)

Coordination
("No Wrong Door," collective impact)

Guiding Implementation Values and Principles

Economic Opportunity...

Excellent Educations...

Safe, Healthy, and Vibrant Neighborhoods...
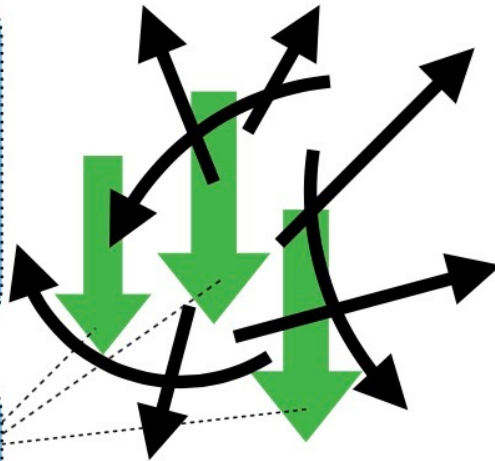
...for ALL in New Haven

Expected 2020 Outcomes:
Transformative Change

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**Old culture:**

There are over **363 nonprofit organizations**, **59 documented collaborative initiatives**, and **6 institutions of higher learning** in New Haven. While they each may be individually doing great work, most of them work in silos, their goals are not aligned and there is inconsistent quality and accountability.

Some of these organizations and initiatives are already working in innovative ways by **breaking down silos**, **collaborating** across sectors, and addressing issues through a **whole-family lens**.

They are the drivers of **collective impact**.

The CTP will initially focus on **scaling up** these drivers of collective impact while **weaving in existing efforts** and **spearheading new efforts** where needed.

The work of the CTP will be informed by the values of our **Theory of Change** - equity, evidence-based practice, community engagement.

**New culture:**

The New Haven City Transformation Plan will **align**, **connect**, and **coordinate** these organizations with the following guiding principles:

Equity

Collaboration and coordination

Leverage existing assets

Data-driven continuous improvement

Evidence-based practices

Accountability

Community Engagement

Outreach and communication
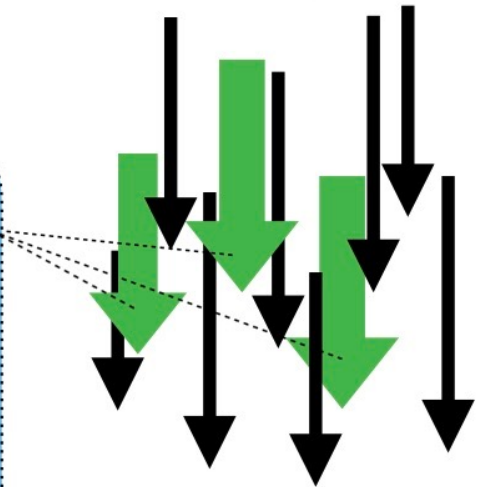
The CTP will transform New Haven into a place of shared aspirations and collaborative action, in which partnerships form organically and residents can succeed through each stage of their lives

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**How Will the New Haven CTP Be Used by the Mayor and the Community?**

**"Backbone" coordination:**  Mayor Harp will identify a community partner with sufficient experience, capacity, and resources to assist the City in driving and coordinating CTP implementation activities.

**Regular written reports to the Mayor and the Community:** The Mayor will direct public partners and ask private partners to provide updates and regular written reports on progress – and challenges – in implementing the CTP.

**Budget priority setting:** The CTP will be used to establish budget priorities for departments in the Mayor's annual proposed budget; department leaders will be directed to submit budget proposals to advance near- and long-term CTP outcomes.

**Funder alignment:** The Mayor will convene all state and philanthropic funders involved in the process to align their investments with the CTP and require grantees and contractors to provide data on whom they are serving and the outcomes of their services. At the state level, the departments of Social Services, Children and Families, Mental Health and Addiction Services, Labor, and Public Health are already involved. On the local level, the Community Foundation for Greater New Haven and the United Way of New Haven are involved.

**Metrics and open data:** CTP partners will demonstrate progress and transparency on a regular basis through public reporting and open data, with public dashboards developed to present progress on CTP indicators and performance measures.

**Annual report:** The City of New Haven will create an annual report that will provide updates on progress across New Haven, along with lessons learned. This report will enable the CTP to evolve from year to year and will aid in the major CTP update that the City will undertake every four years.

**Regular conferences:** Following up on the successful July 2015 Community Expo, the CTP process will convene regular forums to present successful practices that are achieving results and provide community updates on progress in CTP implementation.

# CTP Platforms and Strategy Roadmaps

newhaven
City Transformation Plan

# How to read the CTP roadmaps:

**Job Creation and Workforce Development**

The New Haven community faces significant challenges in preparing the resident workforce to compete for jobs in growing industries like healthcare, education, and professional services. Only 16,900 (39%) of jobs held by New Haven residents are living wage jobs that can support their basic financial needs. 19% of New Haven adults are without high school degrees, and 55% of New Haven young adults have not attained bachelor's degrees.[1]

Workforce system stakeholders, especially agencies and employers, need to work together to institute new strategies to both reduce barriers to employment and increase the skill levels of residents to enable them to compete for available jobs. While employment-related issues such as transportation, felony history, and lack of childcare present barriers, the most significant barrier is lack of preparedness for the workforce. The regional education and workforce systems need to scale up and target their initiatives to expand access to programs offering industry-recognized credentials and/or post-secondary certification. Job-seekers will then be better prepared for entry-level jobs that require more than high school skills. These "middle-skill" jobs often pay better, include employer-provided benefits, offer a career path to better-paying jobs, and are often housed with higher quality employers. As middle-skill jobs have higher entry-level education requirements, employers expect continuous learning in order for the employee to advance to higher level jobs. These jobs can be brought within reach of New Haven job-seekers with targeted education, training, and support to address other barriers.

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**Introduction**
A narrative explaining the need for transformative change and the overall rationale and framework for the strategies.

**Vision:**

All residents have the job training, basic skills, and access to services that they need to succeed in living wage employment and achieve financial stability

**2020 Targets:**

**Underemployment:**
Reduce the underemployment rate from 20%[2] to 15% by moving 3,000 individuals into better jobs

**Living wage jobs:**
Increase the percentage of residents in jobs making a living wage from 39% to 45%, placing 700 people per year

(from 23,700 residents to 27,200 residents)

**Pipeline:**
Establish a unified workforce pipeline that supports, tracks, and places 5,000 residents in jobs

The Census Bureau defines a living wage job as one that pays more than $3,333 per month or approximately $40,000 per year

**2020 Targets**
Specific, measurable outcomes to be achieved by 2020.

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**Strategy Roadmap: Access to Jobs**

**Goal: All residents can get local, living-wage jobs**

| | Need | Strategies | | |
|---|---|---|---|---|
| | | Set up job access agreements with New Haven employers that result in job slots for New Haven residents | Improve data sharing among job training agencies so they can identify and place New Haven residents to meet employer needs | Connect employers and workforce agencies to improve quality of workforce services for employers and jobseekers |
| Citywide | Only 16,900 (39%) jobs held by New Haven residents are living wage jobs that can support their basic financial needs.[3] | Secure agreements that yield 500 hires of New Haven residents per year in quality jobs | Support and track 5,000 residents and 1,000 placements in occupations in demand across agencies in shared data system | Work with workforce providers to improve quality of programming, develop sectoral workforce strategies, and graduate more qualified candidates |
| Equity Focus | The official unemployment rate averaged 17% over 2008-2012 in low opportunity neighborhoods compared to 9% for the state.[4] | Ensure that at least half of these hires will be from low opportunity neighborhoods | Focus support efforts on low opportunity neighborhoods | Increase participation of residents from low opportunity neighborhoods |
| | 2016: First Year Action Steps | Reach out to and engage additional employers to set up job access agreements | Develop a data sharing system and secure commitments from five agencies to use shared system | Develop or identify a Workforce Intermediary to improve the quality of job training programs with technical assistance, align job trainings with the needs of employers, and organize efforts targeting collaborative agreements with employers in high growth sectors of the job market |

20

**Need**
Statistics and facts about the current state of New Haven on a citywide scale and through an equity lens

**Strategies**
Initiatives and activities that drive towards the CTP Vision. Outputs associated with the whole city and with specific low opportunity neighborhoods can be found in the boxes below each strategy
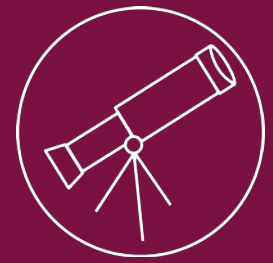
**First Year Action Steps**
Priority action steps with short-term outputs that can be achieved by 2017 and lay the necessary groundwork for future progress

17

# Job Creation and Workforce Development

The New Haven community faces significant challenges in preparing the resident workforce to compete for jobs in growing industries like healthcare, education, and professional services. Only 16,900 (39%) of jobs held by New Haven residents are living wage jobs that can support their basic financial needs. 19% of New Haven adults are without high school degrees, and 55% of New Haven young adults have not attained bachelor's degrees.[1]

Workforce system stakeholders, especially agencies and employers, need to work together to institute new strategies to both reduce barriers to employment and increase the skill levels of residents to enable them to compete for available jobs. While employment-related issues such as transportation, felony history, and lack of childcare present barriers, the most significant barrier is lack of preparedness for the workforce. The regional education and workforce systems need to scale up and target their initiatives to expand access to programs offering industry-recognized credentials and/or post-secondary certification. Job-seekers will then be better prepared for entry-level jobs that require more than high school skills. These "middle-skill" jobs often pay better, include employer-provided benefits, offer a career path to better-paying jobs, and are often housed with higher quality employers. As middle-skill jobs have higher entry-level education requirements, employers expect continuous learning in order for the employee to advance to higher level jobs. These jobs can be brought within reach of New Haven job-seekers with targeted education, training, and support to address other barriers.

## Vision:

All residents have the job training, basic skills, and access to services that they need to succeed in living wage employment and achieve financial stability

## 2020 Targets:

**Underemployment:**
Reduce the underemployment rate from 20%[2] to 15% by moving 3,000 individuals into better jobs

**Living wage jobs:**
Increase the percentage of residents in jobs making a living wage from 39% to 45%, placing 700 people per year

(from 23,700 residents to 27,200 residents)

**Pipeline:**
Establish a unified workforce pipeline that supports, tracks, and places 5,000 residents in jobs

The Census Bureau defines a living wage job as one that pays more than $3,333 per month or approximately $40,000 per year

# Strategy Roadmap: Access to Jobs

## Goal: All residents can get local, living-wage jobs

| | **Need** | **Strategies** | | |
|---|---|---|---|---|
| | | **Set up job access agreements with New Haven employers that result in job slots for New Haven residents** | **Improve data sharing among job training agencies so they can identify and place New Haven residents to meet employer needs** | **Connect employers and workforce agencies to improve quality of workforce services for employers and jobseekers** |
| **Citywide** | Only 16,900 (39%) jobs held by New Haven residents are living wage jobs that can support their basic financial needs.[3] | Secure agreements that yield 500 hires of New Haven residents per year in quality jobs | Support and track 5,000 residents and 1,000 placements in occupations in demand across agencies in shared data system | Work with workforce providers to improve quality of programming, develop sectoral workforce strategies, and graduate more qualified candidates |
| **Equity Focus** | *The official unemployment rate averaged 17% over 2008-2012 in low opportunity neighborhoods compared to 9% for the state.[4]* | *Ensure that at least half of these hires will be from low opportunity neighborhoods* | *Focus support efforts on low opportunity neighborhoods* | *Increase participation of residents from low opportunity neighborhoods* |
| **2016: First Year Action Steps** | | Reach out to and engage additional employers to set up job access agreements<br><br>Work to increase the percentage of residents placed in living-wage jobs | Develop a data sharing system and secure commitments from five agencies to use shared system | Develop or identify a Workforce Intermediary to improve the quality of job training programs with technical assistance, increase the number of job trainings aligned with the needs of employers, and organize efforts targeting collaborative agreements with employers in high growth sectors of the job market |

# Strategy Roadmap: Basic Skills and Readiness

## Goal: All residents are prepared to succeed and achieve financial security

| | Need | **Strategies** | | |
|---|---|---|---|---|
| | | **Create an Education to Workforce Pipeline by connecting residents with training, social services, and jobs that feed into a career and by involving employers in the training and education process** | **Expand Skill-Up programs that combine reading and math with basic life and job skills training** | **Expand certificate programs and community college programs to prepare residents for in-demand job fields (e.g IT, culinary, allied health)** |
| **Citywide** | 19% of New Haven adults don't have high school degrees, and 55% of New Haven young adults don't have bachelor's degrees.[5] | Engage at least 2,000 residents per year in the Workforce Pipeline and place 500 residents in living wage jobs per year (defined as jobs earning $40,000 or more) | Increase completion rate to 200 residents annually completing Skill-Up programs at Gateway Community College and other adult education centers, with placement rates over 60% | Identify and publish all certifications acquired by New Haven residents across providers by sector and increase number of residents obtaining certifications by 100% |
| **Equity Focus** | *35% of adults don't have high school degrees in low opportunity neighborhoods.[6] Over 40% of families in six neighborhoods have incomes under $25,000.[7]* | *Provide real time data to assess involvement of residents from low opportunity neighborhoods; focus outreach efforts in these neighborhoods* | *Recruit residents from low opportunity neighborhoods to utilize over 50% of Skill-Up slots* | *Focus outreach in low opportunity neighborhoods* |
| **2016: First Year Action Steps** | | Secure partnerships and agreements to participate in the Pipeline from seven agencies<br><br>Integrate the New Haven Free Public Library into the pipeline as a physical hub for education and training workshops, and a digital hub for online resources like lynda.com, JobNow, and Learning Express | Convene partners to plan expansion of basic education and technical skills training | Formalize City partnership with Gateway Community College and engage other certification providers in systematic process to increase access by residents<br><br>Submit application for US Dept. of Labor TechHire Partnership Grant to rapidly train workers for and connect them to well-paying, middle- and high-skilled, and high-growth jobs across H-1B industries such as Information Technology (IT), healthcare, advanced manufacturing, financial services, and broadband |

# Economic Activity and Private Investment

The New Haven CTP's economic development mission is to advance New Haven's status as a model, modern, and world-class city, in which everyone who wants a well-paying, career-oriented job can find one, by facilitating commercial development and enhancing the breadth and quality of overall employment. New economic development will provide economic stimulus and leverage public and private investments to increase New Haven's economic viability and job growth.

City and business leaders will work to create an environment that promotes job growth through education of the labor force, marketing of regional advantages, and improvements in transportation infrastructure. In partnership with developers and nonprofits, Plan implementers will focus particularly on ensuring that communities are linked to new commercial and infrastructural developments through customized training and job placement services and that residents will be able to access these commercial and job centers using a more efficient and more extensive public transit system. The CTP will also work to attract rising industries suited to New Haven's strengths by increasing the availability of space and financing, while also promoting the growth of small and/or local business through the expansion of New Haven's small business programs and the establishment of robust "incubator" or "accelerator" spaces.
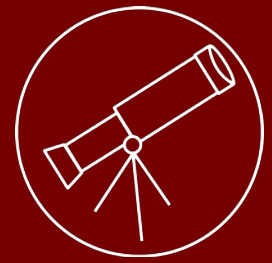
## Vision:

All residents benefit from sustained economic growth and a thriving local economy, and all neighborhoods have vibrant centers of commerce, jobs, and community cohesion
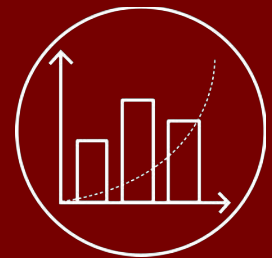
## 2020 Targets:

### Regional competitiveness:
Regular commuter rail service to Hartford

Scheduled air service from major carriers to Washington, DC and Midwest airports

### Local jobs, firms, and businesses:
Retention and construction of sustainable food-based, tech, bioscience, health and retail business incubators

Increase minority-owned small business participation across the ecosystem by 50%

### Quality companies:
Cedar Hill rail yard developed into industrial park and/or inland port by 2018

100,000 sq. ft. of sub-dividable lab space created downtown by 2019

### Revitalized neighborhoods:
Downtown retail occupancy rate increased to 93%

Workforce and/or affordable-housing option incorporated in every mixed-use development project by 2019

# Strategy Roadmap: Economic Competitiveness

## Goal: New Haven can compete with other cities on the East Coast for jobs and investment

| | Need | **Strategies** | | |
|---|---|---|---|---|
| | | **Connect New Haven workers to regional and local job opportunities by turning New Haven into a transit hub** | **Develop a fair, equitable growth strategy that takes neighborhood strengths and relationships to workplaces into account** | **Brand and promote New Haven as a unique, authentic, well-designed city to attract people and investment** |
| **Citywide** | New Haven needs an equitable growth strategy that takes neighborhood strengths and relationships to workplaces into account. It also needs to be "branded" and promoted as a unique, authentic, well-designed city to attract people and investment.<br><br>The city's workers need to be connected to regional job opportunities. The city needs to be a transit hub with faster train service, expanded bus routes, and more flights through Tweed New Haven Airport. | Rail improvements completed and travel time to NYC less than 70 minutes<br><br>Faster rail service to Washington and Boston, and new service to Springfield and Providence<br><br>Regular air service to D.C. area and to the Midwest | Updated citywide zoning review, in coordination with City comprehensive and consolidated plans | Brand the Ninth Square, the former Route 34 Corridor, Upper State Street, and Science Park as centers of tech and growth |
| **Equity Focus** | *Benefits of investments in regional competitiveness and growth need to be shared across all New Haven neighborhoods.* | *Improve public bus system with enhanced focus on access to employment centers* | *Apply criteria of promoting equity in approach to re-zoning* | *Work to increase connection to jobs in these areas for residents of low opportunity neighborhoods* |
| **2016: First Year Action Steps** | | Begin work to establish regular commuter rail service to Hartford | Take steps to initiate zoning review<br><br>Develop equity criteria | Funding and agreement for a business image campaign within six months |

# Strategy Roadmap: Revitalized Neighborhoods

## Goal: Create sustainable, competitive, and livable neighborhoods

| Need | Strategies | | |
| --- | --- | --- | --- |
| | Create and support existing neighborhood development organizations to enhance and preserve commercial areas | Find capital funds to improve the appearance of neighborhood business areas to attract growth, investment and jobs | Create design guidelines and zoning consistent with comprehensive neighborhood planning |
| **Citywide** — Healthy neighborhood corridors promote stability, diversity, economic empowerment, and residents' health. New Haven needs to create and support existing neighborhood development organizations to enhance and preserve commercial areas, improve the appearance of neighborhood commercial corridors to attract growth, investment and jobs, and create design guidelines and zoning consistent with comprehensive neighborhood zoning. | Cleaner, stronger streetscapes within 18 months<br><br>20% higher investment per block with a good distribution of impact across the city | Three new businesses per block on key Main Street areas by 2017 | Foster mixed-use development that accelerates the formation of distinctive, welcoming communities throughout the city |
| **Equity Focus** — *Support for New Haven neighborhoods already working to improve their commercial hearts - Dixwell Avenue, Congress Avenue, Grand Avenue, Whalley Avenue.* | *Support Dixwell Avenue, Congress Avenue, Grand Avenue, Whalley Avenue neighborhood improvement efforts* | *Develop educational, artistic, and cultural amenities in all neighborhoods* | *Partner with community stakeholders and private investors to offer residents of all circumstances diverse, high-quality housing options.* |
| **2016: First Year Action Steps** | Build capacity of neighborhood corridor organizations | Work to increase downtown retail occupancy rate to 93% | Initiate work on neighborhood corridor guidelines<br><br>Work to incorporate workforce or affordable-housing option in new mixed-use development projects |

# Strategy Roadmap: Tech Companies

## Goal: High growth firms produce jobs for New Haven

| | **Need** | Strategies | | |
|---|---|---|---|---|
| | | **Focus on attracting companies and having space ready for key industries suitable to New Haven (IT, Tech, Biotech, Hospital Support, Architecture, and Advertising)** | **Build pre-setup spaces and buildings for industries including precision auto parts, military and aerospace manufacturing, water-related industries, food, tourism, clothing, and beauty** | **Engage in regional planning, attraction, marketing, and support to ensure the entire 200 sq. mi. inner zone of towns, businesses, and networks is creating the highest number of jobs and investments** |
| **Citywide** | New Haven needs to attract companies and have space ready for key industries suitable to this region. Tech jobs have the highest economic impact by creating five additional jobs for each new tech position. New Haven also needs to secure public-sector investment and private-sector partners that will build on its burgeoning advanced manufacturing, food processing, and health care and life sciences industries. | Land 10 new tech firms of 25,000 sq. ft. within 18 months and 20 within three years<br><br>Develop Hill to Downtown Plan area with three major tech/bio/mixed use buildings within six years | Create 100,000 sq. ft. of sub-dividable lab space downtown | Engage in regional planning<br><br>Develop the Cedar Hill rail yard into a major industrial park<br><br>Market New Haven's regional advantages |
| **Equity Focus** | *New Haven needs a workforce pipeline that prepares all residents who need living wage jobs for those available in today's growth industries.* | *Establish and recruit residents for training programs linked in to these new job creators for tech, biotech, services, and construction* | | |
| **2016: First Year Action Steps** | | Secure public-sector investment and private-sector partners | | Begin work on Cedar Hill rail yard |

# Strategy Roadmap: Local Jobs and Business

## Goal: Expand urban small businesses and attract local jobs

| Need | Strategies | | |
| --- | --- | --- | --- |
| | **Build and foster a network of talented, innovative small business owners and entrepreneurs and support them with skills training and loans** | **Expand industries that can grow in New Haven such as the food and restaurant industry, jewelry and home craft industry, and lifestyle services** | **Promote New Haven as a center of small business growth with incubator and accelerator spaces that support ideas and innovation** |
| **Citywide** — New Haven needs to build and support a network of talented, innovated small business owners; expand industries that can grow in New Haven (i.e tech, food, home craft, lifestyle); and offer more small business incubator and accelerator spaces that support ideas and innovation. | Attract 100 people/year to New Haven's small business programs, with 10 of them in business within a year, and 5 with more than 10 employees in 3 years<br><br>Partner with loan funds to have $5M for lending and $100,000 for micro grants<br><br>Build capacity to train and hire contractors who can be successful in building trades<br><br>Achieve the City's goal for Latino- and African-American-owned small business participation in public construction (6% and 10%, respectively) | Build incubators/accelerators for clothing, food, restaurants, home crafts, and services<br><br>Connect growing industries to universities, colleges, and tertiary institutions to develop internships, capstones, and job training opportunities<br><br>Work with expanding new industries to co-design workforce trainings that develop the skills prospective employees need for those jobs<br><br>Work to increase percentage of businesses offering on-the-job training and career mobility opportunities | |
| **Equity Focus** | *The CTP will facilitate development of a more robust, interconnected, and responsive economic-workforce ecosystem that better leverages opportunities for preparing unemployed and underemployed city residents for in-demand jobs and for connecting them to those jobs. It will also provide small businesses, particularly minority-, women-, and locally-owned small businesses with the resources to grow in New Haven.* | | |
| **2016: First Year Action Steps** | Assist 10 people in creation of small businesses<br><br>Promote and expand New Haven Free Public Library's small business incubators, resources, and workspaces | Work to increase the number of workforce trainings demanded, led, and co-designed by employers<br><br>Work to increase the number of food, tech, or bioscience incubators established<br><br>Begin efforts to strengthen the New Haven economic-workforce ecosystem to increase rate of residents' access to living-wage jobs | |

# Early Childhood

Early childhood is a crucial developmental window in a child's life. Evidence-based knowledge shows that positive interactions between children and their family and neighborhood environments before conception, through birth, and into early childhood shape the architecture of the brain and overall child development. Healthy child development also depends a great deal on having a supportive family that is connected to networks of friends, kin, and institutions that provide needed supports, and that promote trust, self-belief, and a sense of belonging. Meanwhile, there is significant evidence showing that 'adverse childhood experiences (ACEs)' are consistently linked to behavior or mental health problems in children and psychiatric disorders in children and adults. Investing in social capital aimed at developing children early is crucial for the City. Patterns in early childhood outcomes in New Haven suggest that the community may not be doing enough to ensure that all children receive the early developmental supports that create this social capital. 79.9% of New Haven children currently enter kindergarten with pre-K experience as four year-olds[2] but children from more-disadvantaged backgrounds are much less likely to enter with adequate school-readiness.[3] For instance, Children from low income households have an almost 600 word vocabulary gap by the time they turn three, compared to children from professional households.[4] Lower income children in urban centers like New Haven are also much more likely to live in neighborhoods and households that generate excessive chronic stress, the negative effects of which can be trans-generational and contribute to the ACEs, thus leading to negative outcomes in adulthood.

An effort is needed to systematically use all available resources to restore the positive interactions between children and their environments – by facilitating conditions for positive attachments between children and caring adults; and supportive relationships between family and community – that will intentionally and systematically promote development in a way that prepares children for successful school, future work, family and community life in this more complex age.
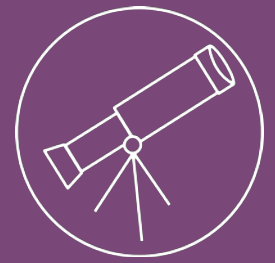
## Vision:

All New Haven children, birth through age 8, will be healthy, safe, thriving in nurturing families, and prepared to be successful, lifelong learners

## 2020 Targets:

**Access to pre-K:** Increase the percentage of New Haven children with pre-K experience from 73.9% to 100%

**Quality teaching:** Increase the percentage of pre-school teachers meeting state credential requirements from 70% to 100%

**Families and caregivers:** Expand parenting education and support efforts to reach 60% of parents of young children

# Strategy Roadmap: Access to Early Childhood Care

## Goal: All children have access to quality early care and education

| Need | Strategies | | |
|---|---|---|---|
| | **Make universal early care and preschool available so every family has access to quality child care and early education in their neighborhood** | **Simplify the enrollment process to make it easier for parents to sign their children up for preschool** | **Expand licensed, family-based child care to improve access to early care and create jobs** |
| **Citywide**<br><br>73.9% of New Haven children enter kindergarten with pre-K experience.<br><br>In the 2013-2014 school year, 490 children needed pre-school slots.[5] More than 50% of families citywide need licensed infant/toddler care, but there is 1 space for every 11 children.[6] | Achieve universal access to early childhood care with 100% of New Haven kindergartners entering with pre-K experience by creating 500 new slots | Unify all pre-school programs in New Haven under a common application and enrollment process | Increase the number of family-based child care slots by 150<br><br>Expand efforts to recruit and train early childhood educators working with infants/toddlers |
| **Equity Focus**<br><br>*In some low opportunity neighborhoods, there are more pre-K aged students than there are slots available, and many more students eligible for free or subsidized pre-K than there are slots offered.[7]* | *Increase slots in low opportunity neighborhoods where there is a greater discrepancy between need slots and available slots* | *Target outreach about the new common application enrollment process to parents and caregivers in low opportunity neighborhoods* | *At least 30% of new slots will be located in low opportunity neighborhoods to help remove barriers to access* |
| **2016: First Year Action Steps** | Apply for social impact bond feasibility study<br><br>Create facilities plan within NHPS to facilitate expansion of pre-K<br><br>Explore other options for pre-K expansion (charters, alternate public funding streams, etc.) | Pilot a common application for preschool programs | Implement Early Head Start-Child Care Partnership expansion<br><br>Ensure people interested in becoming family-based child care providers have access to training and licensing support |

# Strategy Roadmap: Quality Early Childhood Care

## Goal: New Haven has quality early care and education programs

| | Need | Work with local education institutions to offer certification programs for early care/education teachers that meet new credentials | Ensure high-quality teaching in all early care and education programs through classroom observation and coaching | Promote social and emotional wellbeing in all programs that work with young children and their families |
|---|---|---|---|---|
| | | **Strategies** | | |
| **Citywide** | 30% of pre-school teachers in New Haven School Readiness programs do not currently meet new credential requirements.[8] | Increase the percentage of teachers meeting state credentials to 100%<br><br>Recruit and support new early childhood education (ECE) teachers<br><br>Partner with higher education, workforce training, and youth organizations to create more pathways to early care certification | Increase the number of classrooms receiving coaching/consultation on instructional practices and showing improvement on CLASS assessment by 25% | Promote play-based early care and education across all settings (schools, community programs, and family child care) that will support child development along the critical pathways – physical, social-interactive, psycho-emotional, moral-ethical, linguistic, intellectual-cognitive, and executive functioning – from before birth to maturity. |
| **Equity Focus** | *Parents in low opportunity neighborhoods rely disproportionately on underground networks of unlicensed, in-home, early care for infants and toddlers.* | *Ensure that teachers working in low opportunity neighborhoods reflect those communities and meet state requirements*<br><br>*Connect underground network providers to certification programs and provide support to ensure completion* | *Ensure that classrooms in low opportunity neighborhoods receive coaching/consultation and show improvement on CLASS assessment* | *Ensure that programs and providers are knowledgeable about the assets within those communities and not just the stressors connected to social and emotional wellbeing* |
| **2016: First Year Action Steps** | | Convene work group to develop plan for local teacher credential program approved by OEC<br><br>Work with NHPS to offer high school ECE credit courses | Develop a plan to secure NAEYC accreditation for 32 magnet school pre-K classrooms by July 2018<br><br>Collect and analyze existing data on classroom/program quality | Implement and evaluate the executive functioning pilot currently in 22 pre-K and kindergarten classrooms in 5 schools<br><br>Explore and map tested strategies for addressing social and emotional wellbeing |

# Strategy Roadmap: Families and Caregivers

## Goal: Families and caregivers have the knowledge, skills, and resources to support their children's basic needs and development

| Need | Strategies | | |
|---|---|---|---|
| | Work with 211 Community Map to make it easier for families to find information, programs, and support for their children | Expand reach and coordination among programs to make sure that families receive support and care during pregnancy and afterwards | Launch a whole-family literacy campaign to encourage parents to read with their kids |
| **Citywide** — More of New Haven's vulnerable families need easy access to programs and supports critical for their children's development. An estimated 300 families are currently visited by the home visiting network. This level of service does not meet the current demand and the programs that exist are not linked. | Increase the number of parents accessing 211 Community Map by 25% | Increase the number of parents receiving parenting education to 5,000 parents<br><br>Increase the number of families receiving home visits to 5,000 families | Increase the number of families engaged in family literacy programming to 2,500 families<br><br>Coordinate with Adult Literacy sector to identify the best approach for New Haven families |
| **Equity Focus** — The lack of a clearly articulated, centralized registration model for early care and education makes connecting to programs a challenge for many families who may have limited transportation and familiarity with how the current system works. | *Target outreach campaign about 211 Community Map to parents and caregivers in low opportunity neighborhoods* | *Ensure that all teen parents receive parenting education and support services* | *Focus on closing the "word gap" in children from families in low opportunity neighborhoods* |
| **2016: First Year Action Steps** | Run publicity campaign for 211 Community Map to raise awareness of new interface | Convene meeting of all home visiting/parenting education programs in New Haven to develop alignment plan and reporting process<br><br>Collect data on the use of developmental assessments and how information is shared with families among programs | Work with Adult Literacy work group to coordinate adult literacy efforts with whole-family literacy projects<br><br>Research best practices for promoting whole-family literacy |

# Education and Youth Development

In 2014, only 24% of 3rd graders met grade level requirements in reading, and only 17% met grade level requirements in math.[1] The disaggregated 6-year average (2008-2013) data shows that only 22% of 3rd graders receiving free/reduced-price lunch were at grade level in reading compared to 46% of students paying for full-price lunch. The percentage of white 3rd graders reading at grade level was three times higher than the percentage of black or hispanic students. Data from the class of 2012 shows that graduation rates for black and hispanic students were below the city average.[2]

The CTP will build on the work of New Haven Public Schools' initiative, School Change 2.0, to close the achievement gap. School Change 2.0 focuses on five pillars: academic learning, social-emotional and physical growth, fostering talent, diverse portfolio of schools, and engagement with family and community. The graduation rate has risen 17% since 2009 and college enrollment has risen 8%.[3] 75.5% of the class of 2014 graduated in four years, and 62% enrolled in college or post-secondary education immediately after high school.[4] The CTP will help to coordinate the work of School Change 2.0 by developing a data-sharing system to share student assessments and plans among school personnel, families, and out-of-school time providers, and by recruiting and training mentors and tutors from the community to help foster positive youth development. The CTP will also integrate the strategies of the education platform with the Workforce Development, Community and Mental Health, and Community Cohesion platforms. For example, the CTP will create internship slots in New Haven businesses and industries to allow students to explore career opportunities; it will ensure that all adults working with youth are trained in trauma-sensitive, mental health-informed practices; and, it will redirect and reengage at-risk youth with targeted support.
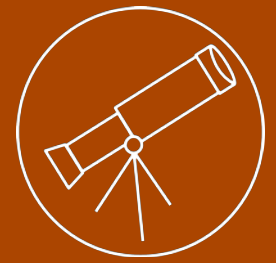
# Vision:

All youth will be at grade level in reading and math, complete an education that prepares them for success in college and career, and grow up supported by caring adults

## 2020 Targets:

**Graduation:**
Increase the high school graduation rate from 75.5% to 85%

**Grade level achievement:**
Increase percentage of 3rd graders at grade level in reading and math to 50%

**Caring adults:**
Increase the percentage of youth with a caring person other than their parent to 90%

# Strategy Roadmap: Student Achievement

## Goal: All residents are at grade level in reading and math

| | Need | Strategies | | |
| --- | --- | --- | --- | --- |
| | | Implement School Change 2.0 program across New Haven Public Schools | Recruit effective tutors from New Haven high schools, universities, and community to support New Haven students | Align school-based programs with out-of-school time support in reading, math, and tutoring |
| **Citywide** | In New Haven, only 24% of 3rd graders test at goal level in reading and 16.9% in math. 15.5% of students, K-3rd grade, are chronically absent, almost double the statewide rate. 1 in 4 New Haven high school students does not graduate. | Increase the percentage of 3rd graders at grade level in reading by 15% and in math by 17% annually<br><br>Increase the high school cohort graduation rate by 2% annually<br><br>Reduce K-3rd grade absenteeism by 3% annually | Recruit 100 new tutors each year and match with students who are not meeting grade level requirements | Provide training to 25 community youth organizations each year to align work with NHPS |
| **Equity Focus** | *In two of New Haven's "high need" schools—where students are disproportionately black and Latino - fewer than 5% of 3rd and 4th graders meet or exceed expected achievement levels in English Language Arts. Of the 40 schools with this SDE designation, the best performing ones had only between 31% and 40% of 3rd and 4th graders performing at or above expected levels. For Math, fewer than 5% tested at grade level in 15 schools, and only one school had as many as 40% reaching this achievement level.[5]* | *Provide necessary support to raise 3rd grade reading and math levels by 17% for low-income children* | *Assign at least 60% of new tutors to students from low income neighborhoods*<br><br>*Recruit tutors from low income neighborhoods*<br><br>*Utilize New Haven Free Public Libraries as hubs for tutoring and academic support* | *Deliver training to 15 organizations in low opportunity neighborhoods each year* |
| **2016: First Year Action Steps** | | Develop system to share student assessments among school personnel, families, and out of school time providers | Recruit 75 tutors from the community and train them with standardized orientation module | Distribute licenses for literacy/math software to libraries and out-of-school time providers<br><br>Convene work group to connect in- and out-of-school time efforts |

# Strategy Roadmap: College and Career

## Goal: All youth graduate prepared for success in college and career

| | Need | Strategies | | |
|---|---|---|---|---|
| | | Hold organized discussions with young people, families, schools, institutions of higher learning, and employers about how to prepare for college and career success | Include career skills building and internship opportunities in schools so that high school graduates are equipped to get jobs | Provide coaching and financial support for students entering college and work with youth program and school personnel to develop individual Student Success Plans (SSPs) |
| **Citywide** | According to Superintendent of Schools Garth Harries, while 9 out of 10 middle school students report wanting to attend college, five actually will, with only two obtaining a two- or four-year degree.[6] | Convene college summits and create 200 new college summit ambassadors annually | Place 200 students in internship opportunities each year<br><br>Implement career skills and life skills curriculum at all NHPS high schools | Generate SSPs for all students 6th-12th grade<br><br>Increase the number of graduating seniors receiving scholarships for college to 400<br><br>Increase the percentage of New Haven students in CT community colleges or state colleges enrolling without remediation from 30%[7] to 55% |
| **Equity Focus** | *State data show that Black and Hispanic students enrolled at CT community or state colleges earn credits at a significantly lower rate than white or Asian students and require remedial coursework at a higher rate, putting them behind schedule to graduate on time.[8]* | *Targeted outreach to ensure high participation of low-income students in college summit workshops* | *At least 50% of internship slots will be filled by students from low opportunity neighborhoods* | *Provide targeted support to first-generation college students* |
| **2016: First Year Action Steps** | | Train and coordinate youth programs providing job skills programming | Produce curriculum guides for in- and out-of-school use and pilot curriculum at 5 high schools | Brief families, out-of-school time providers, faith-based organizations, and library staff on supporting Student Success Plans |

# Strategy Roadmap: Caring Adults

## Goal: All youth are supported by caring adults

| | Need | Strategies | | |
|---|---|---|---|---|
| | | **Expand opportunities and capacity of after-school and summer programs that allow children to form long-term positive relationships** | **Launch information and training campaign on how to support youth and understand stages of development from childhood through adolescence** | **Match youth with mentors from New Haven communities and neighborhoods** |
| **Citywide** | Only 52% of residents surveyed think that youth in their neighborhoods have positive role models, compared to 78% of adults statewide.[9]<br><br>Only about one-third of elementary school students in New Haven's disadvantaged neighborhoods participate in licensed after-school programs.[10] Higher rates of poverty, substance abuse, and criminal justice involvement increase the likelihood that the remainder might not have reliable, caring adults in their lives for much of the week. | Expand the number of after-school programs offering more than 8 hours/week of programming by 30% | Train all NHPS personnel, as well as all agencies and organizations working with youth, with a standard curriculum that is built around positive youth development | Train and match 500 new mentors with New Haven youth |
| **Equity Focus** | *Higher rates of poverty, substance abuse, and criminal justice involvement increase the likelihood that youth in low opportunity neighborhoods might not have reliable, caring adults in their lives.* | *Expand the number of quality after-school programs located in low opportunity neighborhoods* | *Ensure that personnel working with youth from low opportunity neighborhoods are trained* | *Assign at least 60% of new mentors to students from low income neighborhoods*<br><br>*Recruit mentors from low income neighborhoods where possible* |
| **2016: First Year Action Steps** | | Inventory all after-school and summer programs offered in the city and collect client outcome data | Develop training campaign to train all NHPS personnel on roles as caring adults | Catalogue all organizations and agencies with mentorship programs<br><br>Develop unified criteria for choosing and training mentors |
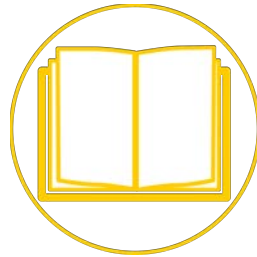
# Adult Literacy and Life Skills

The New Haven Adult and Continuing Education Program (NHACEP) reported in 2014 that 17,416 adults, 18 years and over, did not have a high school diploma, and that 7,734 adults did not speak English well. Despite those statistics, fewer than 5,000 residents enrolled in basic and high school education classes that year and fewer than 3,000 in ESL classes.[1] Literacy is defined as both task-based and skills-based. The task-based definition of literacy focuses on the everyday literacy tasks an adult can and cannot perform; skills-based literacy focuses on the knowledge and skills an adult must possess in order to perform these tasks.[2]

Improving adult literacy rates in New Haven will help improve outcomes across all sectors by empowering residents to utilize the network of coordinated services being built by the CTP, by preparing residents to attain better employment opportunities, by supporting residents' health literacy so they can be active participants in their healthcare and wellness, and by enabling parents to engage in their children's education. The CTP will draw on the Skill-Up campaign developed by New Paradigms LLC and the Capital Region Adult Literacy Plan, developed by Capital Workforce Partners in Hartford, CT, to move residents through a literacy pipeline towards employment, civic engagement, and personal fulfillment in life and society. Residents will be able to enter the pipeline at any point, whether they are high school graduates trying to gain advanced literacy and job skills to secure a better job, speakers of another language trying to move from beginning to intermediate ESL literacy so they can fill out rental applications, or parents trying to move from intermediate to advanced literacy so they can help with their children's homework. The CTP will expand the capacity of existing adult education programs; their outreach will be extended to include New Haven's homeless and reentry populations. These programs will utilize new and innovative models, such as work-based education curricula, that are enriched with 21st century career competencies and life skills and combined with whole-family literacy programs.
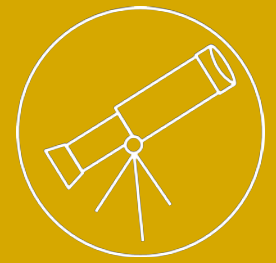
# Vision:

All adults achieve high school literacy and have the life skills they need to succeed in careers and participate in their communities

## 2020 Targets:

**Literacy:**
Increase literacy to high school level for 2,500 residents

**ESOL:**
Expand ESOL programming by 500 students

**Life skills:**
Increase financial literacy for 2500 residents

"Basic Literacy" indicates skills necessary to perform simple and everyday literacy activities. "Below Basic" indicates no more than the most simple and concrete literacy skills. Gains in literacy will be measured by progress from "Below Basic" to "Basic Literacy"

# Strategy Roadmap: Adult Literacy
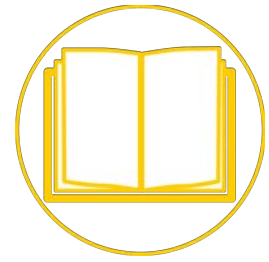
## Goal: All New Haven adults achieve high school literacy and/or English proficiency

| Need | Strategies | | |
|---|---|---|---|
| | **Launch the Skill-Up campaign, using existing and new resources to bring innovative, effective literacy programs to New Haven adults** | **Partner with re-entry, workforce training, and homeless services to identify and enroll low literacy adults** | **Expand ESOL programming** |
| **Citywide** <br><br> 30% of the adults in New Haven are at the lowest literacy levels. By 2018, 65% of jobs in CT will require post-secondary education.[3] <br><br> 7,734 adults do not speak English well, a factor that is highly associated with intergenerational poverty. <br><br> 58% of city residents who tested at the Workforce Alliance's One Stop Career Center in 2013 were at or below a 6th grade literacy level.[4] | Increase New Haven's adult literacy rate (as defined by number of residents with 12th grade literacy level) by 1% (532 residents) over each of the next five years and connect those residents to employment, college, or training | Enroll 100 new adults in literacy programs specifically from these populations facing challenges | Enroll 500 more limited-English adults annually in ESOL programs |
| **Equity Focus** <br><br> *Adults lacking high school literacy levels and/or basic English proficiency are highly concentrated in six low opportunity neighborhoods* | *Extensive outreach in concentrated low literacy neighborhoods by the Skill-Up campaign, conducted by culturally sensitive neighborhood residents and volunteers* | *Targeted outreach to formerly incarcerated residents, chronically unemployed residents, and residents in the homeless system* | *Extensive outreach in neighborhoods with high concentrations of limited-English speakers, conducted by culturally sensitive neighborhood residents and program staff* |
| **2016: First Year Action Steps** | Develop agreement on definitions of literacy levels and goals for each level <br><br> Engage homeless and reentry initiatives to expand literacy programming in their work with residents <br><br> Pilot whole-family literacy program at New Haven Public Library branch that brings adult literacy programs and child literacy programs under one roof <br><br> Coordinate with the Mayor's Reading Commission to identify strategies and best practices for promoting whole-family literacy | | Connect residents with ESOL needs to Skill-Up campaign <br><br> Coordinate with the Mayor's Reading Commission to identify strategies and best practices for engaging and serving New Haven's ESOL residents |

# Strategy Roadmap: Life Skills
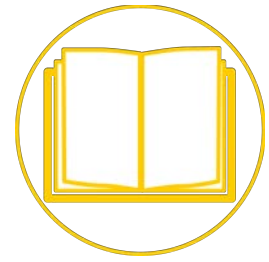
## Goal: All New Haven adults acquire basic financial literacy and life skills

| | **Need** | **Strategies** | |
|---|---|---|---|
| | | **Incorporate life skills and civic responsibility into job training programs so adults are prepared to hold a job and participate in the community** | **Integrate life skills training into K-12 and youth development programming in the community so youth are entering adulthood prepared** |
| **Citywide** | More than 50% of 2014 enrollees in the NHACEP said that they wanted to improve "basic skills" and become better equipped to access "community services."[5]<br><br>82% of NHACEP Adult Basic Education enrollees functioned below intermediate level in math; almost 100% functioned below adult secondary level.[6] | Launch a "Skill-Up New Haven" job training program that also teaches life skills and civic responsibility, and enroll a minimum of 500 students annually | Establish life skills training program in 50 organizations serving New Haven youth |
| **Equity Focus** | *Adults lacking high school level numeracy skills are overrepresented in low opportunity neighborhoods.* | *Extensive outreach in concentrated low opportunity neighborhoods by the Skill-Up campaign, conducted by culturally sensitive neighborhood residents and other volunteers* | |
| **2016: First Year Action Steps** | | Identify and coordinate all organizations and agencies providing basic math and life skills programming | Develop a sample curriculum and pilot in 5 programs |

# Community Health and Mental Health

40% of residents from New Haven's lowest resource neighborhoods are "food insecure," meaning that they did not have enough money to pay for food in the past 30 days. The smoking rate in these same low resource neighborhoods is double that of the state of Connecticut,[1] while across New Haven, the hospitalization rate for asthma is six times higher than in the rest of the state. New Haven sees 415 emergency room visits annually for mental health concerns per 10,000 residents, nearly double the rate in the surrounding region.[2] Drastic disparities in health outcomes and access to care are consistently evident.

With a combined revenue of $2.78 billion, the 50 nonprofits in New Haven's health sector have the resources and potential to turn New Haven into a successful "wellness cluster." Over the next five years, the CTP will focus on four main targets: reducing the burden of asthma on residents, increasing food access, decreasing the use of tobacco products, and improving the support systems addressing mental health concerns. The CTP will utilize community hubs (e.g. schools, community clinics, public spaces, faith-based organizations) as sites for neighborhood-level health interventions such as health education campaigns tailored to New Haven's diverse population groups and more streamlined screening and referral systems. The goal is to allow residents access to a coordinated network of health-related services regardless of their initial contact point with New Haven's health sector. Many factors can impact an individual's or a family's health and wellness, so the CTP will also foster collaboration across platforms. Efforts in community and mental health will be linked with those in housing to improve home living conditions and remove environmental hazards; in early childhood to train parents to advocate for and promote their children's health; in education to better equip schools to support students' physical, mental, and emotional wellbeing; and in workforce and economic development, to reduce the financial burden of healthcare and disease. These innovations will improve the quality of life of all New Haven residents.

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## Vision:

All residents will breathe freely, have enough to eat, and be able to access quality wraparound care and support to be physically, mentally, and emotionally well

## 2020 Targets:

**Asthma:**
Reduce number of ED visits & hospitalizations for asthma among children under age 5 by 50%[3]

(from 349 ED visits per 10,000 in 2010-2012 to 175 ED visits per 10,000 by 2018-2020)

**Food:**
Reduce the percentage of adults who report food insecurity from 22% to 15%[4]

(from 22,000 residents to 15,000 residents)

**Smoking:**
Decrease percentage of adults who smoke from 18% in 2015 to 14% in 2020[5]

(from 18,000 residents to 14,000 residents)

**Mental Health:**
Reduce the number of ED visits and hospitalizations for mental health-related concerns by 28%[6]

(from 415 ED visits per 10,000 to 300 ED visits per 10,000)

# Strategy Roadmap: Asthma
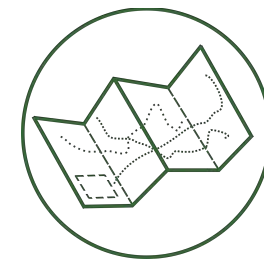
## Goal: All residents can breathe freely

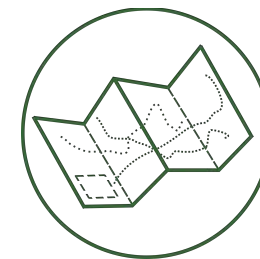| Need | Strategies | | |
|---|---|---|---|
| | **Improve school-based management of asthma by developing Asthma Action Plans for all children with asthma to be shared among schools, primary care providers, and caregivers and training school nurses in effective asthma management** | **Develop and implement summer camps that combine fun activities with positive normalization of asthma, peer support, and education on how to effectively manage symptoms and avoid triggers** | **Inspect homes and educate caregivers to minimize environmental triggers like dust mites, mold, and smoke** |
| **Citywide** — In 2009, New Haven had the highest rate of asthma hospitalization in Connecticut, with 74.6 events per 10,000 persons.[7] | Increase the percentage of affected children with Asthma Action Plans at school to 100%<br><br>Increase the percentage of schools with a public health nurse trained in asthma management to 100% | Increase the percentage of school-aged children with asthma attending summer camp to 75% | Inspect and remediate 1,000 homes for asthma triggers |
| **Equity Focus** — *Preliminary mapping shows high concentrations in a limited number of low opportunity neighborhoods.* | *Target efforts to areas identified with high concentrations of affected children* | *Ensure that 100% of children with asthma living in "hot spots" have the opportunity to attend a camp* | *Target efforts to "hot spot" neighborhoods with high concentrations of affected children and adults based on YNHH and clinic data* |
| **2016: First Year Action Steps** | Obtain permissions and create data-sharing system for medical records<br><br>Adapt and implement training resources such as the Pediatric Easy Breathing Program | Develop summer camp curriculum and implementation plan<br><br>Recruit city agencies or nonprofit organizations to host summer camps for Summer 2016 | Develop organizational framework for identifying homes in asthma "hot spots" and for coordinating initiatives like CAir and Healthy Homes |

# Strategy Roadmap: Food Security
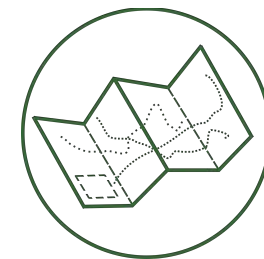
## Goal: All residents have enough to eat, and all residents have access to healthy and nutritious foods

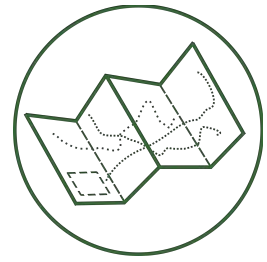| | Need | Strategies | | |
|---|---|---|---|---|
| | | **Hire a Food System Director to coordinate all food assistance providers in New Haven and reach more people** | **Provide school-based supper across New Haven Public Schools and expand school-based weekend grocery program** | **Establish a food recovery program to reclaim food from restaurants and stores that would otherwise go to waste** |
| **Citywide** | 22% of adults (22,000 residents) reported food insecurity in 2015. This rate was twice the rate within the state of Connecticut as a whole.[8] | Food access programs aligned and promoted | Increase number of students receiving school supper and weekend food assistance to 5,000 | Engage 100 restaurants, food stores, and institutions in food donation contracts<br><br>Recover 10 tons of food annually |
| **Equity Focus** | *In low income neighborhoods, up to half of adults are food insecure.[9]* | *Outreach and promotions focused in areas identified with greatest need* | *Focus efforts in identified schools and neighborhoods with higher concentrations of need* | *Facilitate distribution process that focuses on access in areas of highest need* |
| **2016: First Year Action Steps** | | Catalogue and document all food assistance resources and integrate into 211 Community Map | Pilot supper program in five New Haven public schools | Establish City-based Food Recovery Program to spearhead recovery and redistribution efforts throughout New Haven |

# Strategy Roadmap: Smoking

## Goal: All residents can live tobacco free

| | **Need** | **Strategies** | | |
|---|---|---|---|---|
| | | **Work with community clinics and healthcare providers to expand access to cessation services** | **Expand enforcement of laws regulating tobacco sales to minors** | **Pass ordinances and local agreements to make school campuses and public spaces cigarette and e-cigarette free** |
| **Citywide** | 18% of adults (18,000 residents) smoked in 2015. This rate was above the Greater New Haven average of 14%.[10] | Expand number of slots in smoking cessation programs by 15% each year | Decrease the number of tobacco sales violations by 5% each year | All universities, City parks, and public school campuses are smoke free |
| **Equity Focus** | *Smoking rates range from 6% in high-income city neighborhoods to 26% or more in lower-income city neighborhoods.[11]* | *Focus clinic cessation resources in low opportunity neighborhoods* | *Focus enforcement efforts on retailers in areas with higher rates of youth smoking* | *Focus public education campaign and community-targeted messaging in neighborhoods with higher rates of smoking and tobacco use* |
| | **2016: First Year Action Steps** | Identify and catalogue all community programs providing cessation services | Develop enforcement plan with NHPD and CT Dept. of Mental Health and Addiction Services | Raise awareness and begin enforcement of smoke-free ordinances |

# Strategy Roadmap: Mental Health

## Goal: All residents feel socially connected and emotionally supported

| | Need | Strategies | | |
| --- | --- | --- | --- | --- |
| | | **Implement a screening tool to identify residents with stress, trauma, and distress** | **Train providers in trauma-informed practices that will help them better assist clients with trauma and mental health concerns** | **Build a comprehensive, whole-school system to support the social, emotional, and mental health of students and their families** |
| **Citywide** | The rate of mental health hospitalizations in New Haven is 2.5 times higher than the rate within the city's outer suburban towns.[12] | Implement screening tool at 50 new organizations, agencies, or clinics each year | Train 50 new mental health first aid providers each year | Implement screening and referral process at all New Haven public schools by 2020 |
| **Equity Focus** | *Mothers in low income neighborhoods interviewed by the MOMS partnership were very likely to have poor emotional health.[13]* | *Identify groups with disproportionate need to focus efforts* | *Focus efforts on front-line workers dealing with groups disproportionately affected by trauma* | *Ensure access for hardest to reach children and families through enhanced outreach and peer-to-peer connections* |
| **2016: First Year Action Steps** | | Develop unified screening tool and process to disseminate<br><br>Recruit agencies and programs to participate and share data on screening results | Train 100 mental health first aid providers with focus on youth workers, teachers, and health providers<br><br>Convene citywide conference on trauma and its effects | Create a community referral network to streamline access to essential services with public schools as the hubs |

# Community Cohesion and Safety

From 2007 to 2010, there were roughly 12 deaths from violence per 100,000 residents, which is double the nationwide average. Within New Haven, there are stark disparities in the geographic distribution of violent crime as well as in the distribution of deaths from firearms among different racial/ethnic groups, with Black or Hispanic males bearing the brunt of the burden.[1] Low income neighborhoods are disproportionately affected by violent crime, and the majority of adults in these neighborhoods report feeling it is unsafe to walk around at night in their communities. In these same neighborhoods, only 10% of surveyed residents "strongly agree" that their neighbors can be trusted.[2]

The efforts of the CTP will focus on reducing crime through community policing and restorative practices that engage at-risk individuals, and strengthening the community to improve cohesion and trust. Community-based policing is predicated on the idea that police must be partners with the community to prevent and solve crimes. New Haven's crime reduction strategy is based on the Operation Ceasefire model that has successfully reduced homicides and shootings in many cities. The revival of community policing in the last two years has already lead to significant decreases in crime.

Community strengthening efforts will revolve around the strategy known as asset-based community development. New Haven's existing Community Management Teams and programs like the Community Foundation for Greater New Haven's Neighborhood Leadership Program will be utilized as points of contact with the community. The CTP will augment these programs to enhance the ability of neighborhoods to engage in grassroots organization, mobilize around community issues, and capitalize on existing neighborhood assets and strengths.
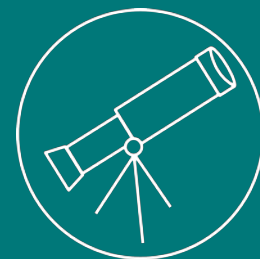
## Vision:

All neighborhoods will be safe, cohesive, free of violent crime, and capable of supporting their residents' success

## 2020 Targets:

**Reduce crime:**
Reduce violent crime rate to the statewide average of 3 crimes/ 1,000 residents

**Reconnect residents:**
Reduce recidivism rate for adults by 25%

**Build trust:**
Increase percentage of adults who report trusting their neighbors by 50%

**Engage youth:**
Engage 800 at-risk youth in YouthSTAT

# Strategy Roadmap: Connect Communities

## Goal: All residents are part of trusting and connected communities

| Need | Strategies | | |
|---|---|---|---|
| | **Identify and empower neighborhood leaders and networks that can bring the community together and effect positive change** | **Train and equip neighborhood leaders and networks with leadership training, mini-grants, and technology tools** | **Support community efforts to produce neighborhood festivals and events that build social cohesion, and develop local institutions as community hubs** |
| **Citywide** — Community forums that promote high levels of connectedness and mutual trust and build residents' capacities to improve local quality of life. | Identify 5 new natural leaders from each neighborhood annually<br><br>Transform New Haven's Community Management Teams into forums for building civic capacity, making valuable connections across sectors, and developing community policing models tailored to local needs | Double the number of slots in community leadership programs like the CFGNH Neighborhood Leadership Program<br><br>Provide $1,000 seed grants to each CMT annually | Hold two major events and two minor events in each neighborhood annually<br><br>Support and expand local institutions such as the New Haven Free Public Libraries that serve as community meeting places, technology access points, sources of education, and safe havens for all residents |
| **Equity Focus** — 42% of adults in high-income neighborhoods "strongly agree" that their neighbors can be trusted, compared to only 10% of adults in low-income neighborhoods.[3] | *Target outreach in neighborhoods that report low trust and low community engagement* | *Focus recruitment for leadership trainings in low opportunity neighborhoods* | *Support the establishment of yearly or seasonally regular events in neighborhoods that traditionally have none*<br><br>*Influence planners of successful community-wide events to reach out to neighborhoods unable to host such events and collaborate with residents with leadership skills and other talents from those places* |
| **2016: First Year Action Steps** | Support CMTs in developing and implementing a new set of operating standards | Hold a citywide Community Management Team leader retreat/ training session | Publicize online calendar of New Haven community events<br><br>Create event toolkit and offer training on production strategies<br><br>Extend all branch library hours of service to match the Ives Main Library |

# Strategy Roadmap: Fight Crime

## Goal: All residents are safe, and all formerly incarcerated residents are re-integrated into their communities

| Need | Strategies | | |
| --- | --- | --- | --- |
| | **Help establish community policing by building partnerships between residents, community organizations, and the NHPD** | **Provide support for employment, housing, and other needs for residents reentering from prison** | **Reconnect at-risk youth with individualized coaching, support, and access to services through community-based initiatives** |
| **Citywide**<br>In New Haven, there are 12 deaths from violence per 100,000 residents. This is double the national average.[4]<br><br>1,200 prisoners are released from CT state prisons annually, and 50-100 individuals return to New Haven each month. They need housing, employment, mental health, and primary care services. | Increase the number of police officers assigned to long-term walking beats to allow for the development of trusting relationships with residents | Increase the number of adults reached by Fresh Start by 25% each year | Increase the number of youth reached by YouthSTAT by 25% each year |
| **Equity Focus**<br>*Violent crime rates in low opportunity neighborhoods range from 18-30 crimes per 1000 residents, compared to 2-8 crimes per 1000 residents in other neighborhoods.[5]* | *Emphasize the development of positive relationships between community and police in low opportunity neighborhoods* | *Support formerly incarcerated residents to reduce recidivism and positively reengage them in their communities* | *Target outreach to at-risk youth from low income neighborhoods* |
| **2016: First Year Action Steps** | Convene Community-Police Relations Task Force to compile report of recommendations | Implement job center at Whalley Correctional Center | Connect Street Outreach Workers to community organizations<br><br>Expand restorative practices in schools through the Juvenile Review Board |

# Housing and Physical Environment

According to the 2010 Census, 57% of New Haven residents spend at least 30% of their incomes on housing; 29% are severely cost-burdened (spending >50% of income on rent), and 28% are cost burdened (spending 30-50% of income on rent).[1] 21% of this city's housing units receive housing subsidies. And, a 2013 "point in time" survey found 566 homeless individuals in New Haven: 125 children and 94 adults in homeless families, and 347 homeless single adults.[2] At the same time, there are still more than 400 blighted residential structures in New Haven, located mostly in its poorer neighborhoods.

New Haven needs safe, decent, and affordable housing for all residents at all stages of life regardless of income level: permanent affordable, workforce, middle-income and upper-income housing as well as housing for the homeless, transitional housing, and supportive housing. These should contribute to a pleasing urban environment that preserves traditional housing forms and encourages compatible new housing. New Haven also needs improved neighborhood infrastructure and community spaces that increase the neighborhood cohesion, provide opportunities for indoor and outdoor exercise and gardening, and improve health. Currently, 17% of New Haven is park land and there are 42 community gardens compared to 3,893 blocks of sidewalk.[3] A majority of city residents (68%) drive to work while 11% take public transit, and 15% walk or bike.[4] More safe, clean, and easy pedestrian connections to community centers, schools, parks, and trails would make this a more walkable, bikeable, green city.
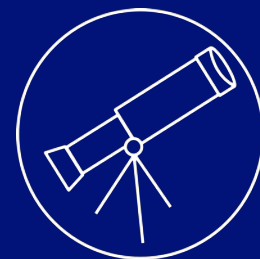
## Vision:

All residents have access to quality housing, infrastructure, and neighborhood spaces that promote community cohesion and are affordable
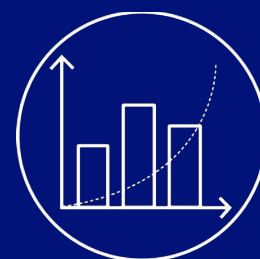
## 2020 Targets:

**Affordable housing:**
Reduce percentage of cost-burdened residents down to 43% from 53%

**Development:**
Build 800 units of affordable housing

**Homelessness:**
Reduce the number of homeless residents by 50%

**Complete streets:**
Design and implement 20 Complete Streets

# Strategy Roadmap: Quality, Affordable Housing

## Goal: Preserve and develop quality, affordable housing and healthy homes at all income levels

| Need | | Strategies | | |
|---|---|---|---|---|
| | | **Enforce a New Haven Housing Standard** | **Fund projects for lead paint removal, energy efficiency, and universal access; redevelop older subsidized housing units** | **Build new residential developments** |
| **Citywide** | New Haven needs mixed-use and mixed-finance housing communities, and more than 9,000 additional units of affordable and workforce housing for multiple income levels. It also needs to expand rental subsidy options and accelerate the development of middle-income rental and ownership options, while supporting and retaining upper-income rental and ownership options. | Put new and existing housing codes into effect to make sure 100% of homes are safe and well maintained<br><br>Target 6,000 units for code enforcement | Utilize HUD Lead Hazard Control funds to lead abate 200 housing units, as well as make them asthma trigger-free and more sustainable<br><br>Redevelop 1,100 units of older subsidized housing in New Haven Housing Authority properties<br><br>Redevelop 575 private rental units and rehabilitate 465 private home-ownership units | Build 340 new, affordable rental residential units with committed, affordable, universally accessible units for families, elderly, and single residents<br><br>Build 300 new private home-ownership units |
| **Equity Focus** | *New Haven's poor, low opportunity neighborhoods have more than their fair share of blighted, hazardous, and energy inefficient buildings, as well as homeless shelters. There, residents are more likely to be severely rent-burdened and at risk of homelessness.* | *Enhance code enforcement efforts in low opportunity neighborhoods* | *Utilize workforce pipeline/Skill-Up campaign to train and employ residents of low opportunity neighborhoods in housing redevelopment and maintenance activities* | *Utilize workforce pipeline/Skill-Up campaign to train and employ residents in low opportunity neighborhoods in housing rehabilitation programs* |
| **2016: First Year Action Steps** | | Target 200 housing units for code enforcement | Redevelop 335 units of public housing and rehabilitate 215 units of private subsidized housing | Complete 50 additional affordable housing units in private developments |

# Strategy Roadmap: Homelessness

## Goal: No one without a home

| | Need | Strategies | | |
|---|---|---|---|---|
| | | **Build new, permanent supportive housing units** | **Make it easier for residents at risk of losing their homes to access affordable housing resources** | **Provide housing opportunities and rent assistance to veterans and residents coming out of the prison system** |
| **Citywide** | Almost 16,000 New Haven households are severely cost-burdened and at risk of losing their homes.[5] The City needs sufficient emergency and affordable housing, adequate strategies to prevent homelessness, and more focus on the employment and income needs of cost-burdened renters. | Build 20 new permanent supportive housing units annually that combine decent, safe housing with case management<br><br>Reduce the number of homeless people by 100, annually | Assist 500 residents at risk of losing their homes with affordable housing options, annually<br><br>Provide an additional 60 housing vouchers annually | Assist 500 veterans and returning residents annually |
| **Equity Focus** | *Renters and homeowners in low-income neighborhoods are the most cost-burdened and at risk of homelessness. Also, more than 100 individuals with housing needs return from prison to these communities every month.* | *Ensure that all neighborhoods receive a fair share of supportive housing*<br><br>*Address space capacity for special populations, e.g homeless youth, those involved/previously involved with criminal justice system* | *Identify and reach out proactively to those most at risk of losing their homes* | *Identify and reach out proactively to veterans and "re-entry" residents to ascertain housing needs* |
| **2016: First Year Action Steps** | | Build 20 new supportive housing units | Implement Learning Community technical assistance strategy for agencies funded by City to provide homeless services; coordinate with Fresh Start Initiative | |

# Strategy Roadmap: Physical Environment

## Goal: Safe, clean, green streets and community spaces in all neighborhoods

| Need | | Strategies | | |
|---|---|---|---|---|
| | | **Implement the Complete Streets initiative to provide safe access for pedestrians, bikes, and cars** | **Convert abandoned lots to community gardens and green spaces; recruit community groups to manage them** | **Build infrastructure that allows residents to use bikes and public transit more efficiently** |
| **Citywide** | Improved neighborhood infrastructure and community spaces that increase the cohesiveness of city neighborhoods and that provide opportunities for indoor and outdoor exercise and gardening, connect neighbors and improve health. | Design and implement 20 Complete Streets<br><br>Reduce percentage of poor/fair condition sidewalks from 37% to 30% | Partner with the Arts Community to promote arts initiatives, murals, and open studios and with community partners to enhance, expand, and maintain green spaces and community gardens<br><br>Create 18 new community gardens<br><br>Engage residents to maintain gardens, small parks, and playgrounds | Create 10 more miles of bike lanes<br><br>Complete the Farmington Canal Greenway<br><br>Complete the 2.1 mile Edgewood Avenue Bike Lane |
| **Equity Focus** | *New Haven's low-income neighborhoods have the greatest need for infrastructure improvements that promote cohesion and improve health and wellbeing.* | *Extensive outreach in neighborhoods with high concentrations of limited English speakers, conducted by culturally competent neighborhood residents and program staff* | *Focus efforts on neighborhoods with abandoned lots and the least access to green spaces*<br><br>*Target outreach to residents in neighborhoods with high levels of disamenities* | *Ensure that neighborhoods with limited access to public transit and bike lanes get a fair share of new infrastructure* |
| **2016: First Year Action Steps** | | Initiate 4 Complete Street Projects<br><br>Reduce percentage of poor/fair condition sidewalks from 37% to 35% | Increase community gardens from 42 to 51<br><br>Engage residents in maintaining them as well as other small parks and playgrounds | Complete Farmington Canal Greenway and 2.1 mile Edgewood Avenue Bike Lane |

# Implementing the CTP

New haven 🏠
City Transformation Plan

## Implementing the New Haven CTP

This preface broadly outlines where New Haven CTP implementation will be focused, what it will look like, how it will be managed, and the expected roles of participating agencies, organizations, and community leaders in the implementation process.

## Where implementation will be focused

The Plan will be implemented across all of New Haven. However, its early phase will have two foci: (a) New Haven neighborhoods located within the area delineated by the City for federal Promise Zone (PZ) designation and (b) the points of entry that existing programs and initiatives targeted to particular "opportunity groups" (e.g. pre-school children, single mothers, formerly incarcerated individuals, and others) already offer.

As shown on the map below, New Haven's Third Round Promise Zone (NHPZ) proposal encompasses almost all of the West Rock, Beaver Hills, Newhallville, Edgewood, West River, Dwight, Dixwell, Hill, Fair Haven, Fair Haven Heights, and Long Wharf neighborhoods.

Overall, the socioeconomic profile of the shaded neighborhoods on the map includes these features:

- Poverty Rate: 42.02% (ACS 2011)

- Population: 62,198 (Census 2010)

- Employment Rate: 82.49% (ACS 2011)

- Vacancy Rate: 8.37% (ACS 2011; USPS 2013)

- Vacancy Rate in Surrounding County/ Parish: 3.40%
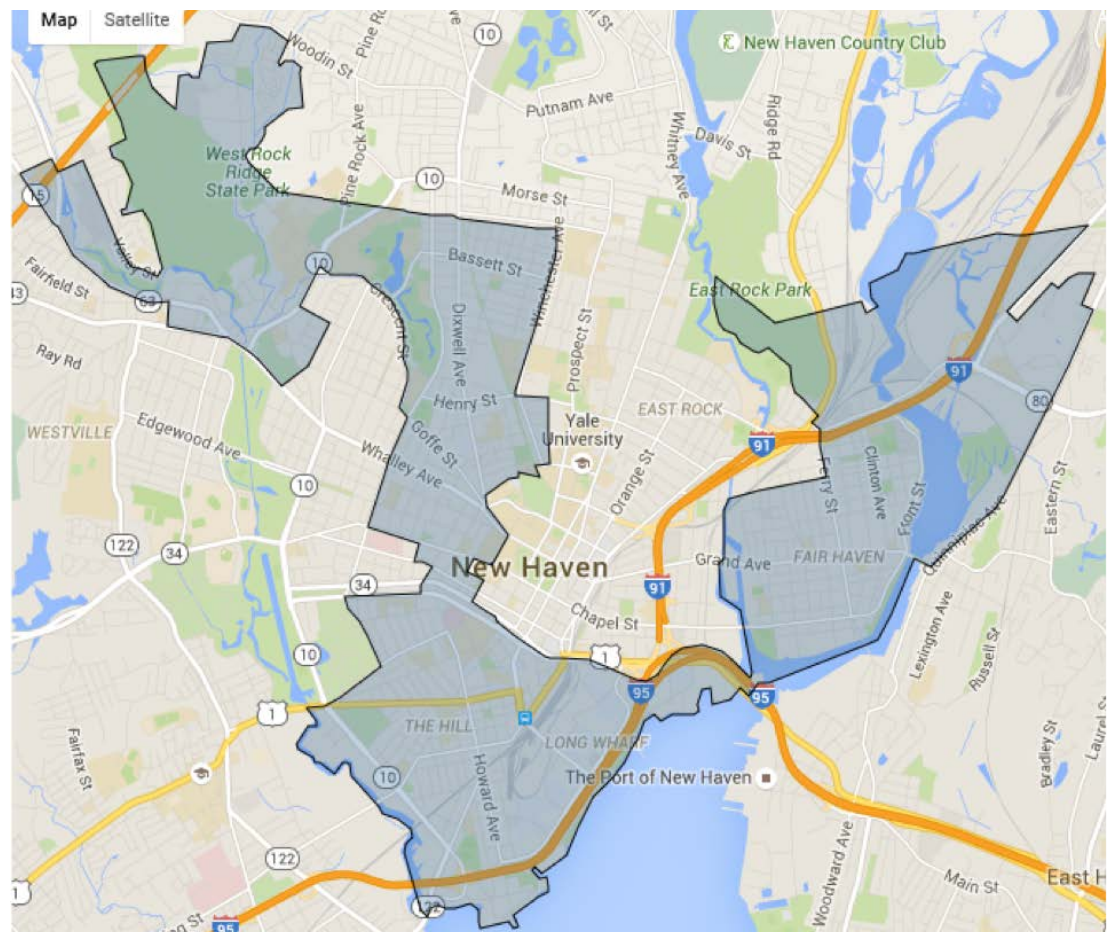
Inequities in workforce, adult literacy, health outcomes, and housing opportunities connect to almost every other problem identified in the New Haven CTP, so these will be priority platforms in the initial implementation phase. Several ongoing or planned programs and initiatives have already begun to address these priority areas by bringing partners together across platforms and applying strategies and principles that the CTP recommends. Examples include:

- New Haven Healthy Start

- Project LAUNCH

- The Early Childhood Council Family Engagement Committee

- The MOMS Partnership

- The New Haven Trauma Coalition

- Wraparound New Haven

- YouthSTAT

- The Fresh Start Reentry Initiative

- The Mayor's Commission on Reading

- The Greater New Haven Coordinated Access Network

- New Haven Data Warehouse

Wherever possible, these initiatives will be utilized as initial implementation gateways. The CTP intends to add value to them in two ways: by facilitating learning, capacity-building, and alignment across platforms to achieve transformational goals and by emphasizing shared accountability for achieving those goals.

## What implementation will look like

The goals and operational strategies of existing programs and initiatives related to jobs, literacy, and health will be aligned with those in the CTP.

For example, a current program designed mainly to connect unemployed adults to a "workforce pipeline" or to promote reading among preschoolers might be linked with others that offer additional support or resources that they and other family members might need to sustain a stable, functional household. These could include a whole-family reading program, a local asthma prevention initiative, or access to a level of computer skills training not offered in the typical workforce pipeline training curriculum.

Under this vision, an adult or child initially engaged by a support program will be connected seamlessly to agencies and organizations in other platforms that can offer additional resources or opportunities to the individual and to other family members. Those new connections might then open other doors to sources of support and community.

## How implementation will be managed

The seamless, coordinated implementation envisioned by the CTP will be delivered by a governance "backbone" consisting of an Executive Committee, a Steering Committee, and platform Working Groups. To get things started, the City and community leadership team that collaborated to design the Plan will begin to establish this structure.

**Executive Committee** members will be senior professionals and officials from the civic, business, nonprofit, academic, and philanthropic sectors who can define, advocate for, and make policy changes. They will also provide strategic leadership, recognize effective practices, publish report cards, and attract and deliver resources needed to support the CTP. Meeting bi-annually, they will also be public champions of the transformation effort.

The **Steering Committee** will consist of community partners and leaders of Working Groups for the eight CTP platforms. They will convene quarterly to ensure that the CTP progresses in a manner that is consistent with its core values of equity, collaboration and coordination, evidence-based practice and accountability, and community engagement.

The Steering Committee will play a lead role in building and sustaining a CTP Learning Community (LC). It will monitor progress, review quarterly performance dashboards, and identify emerging best practices and policy issues. Continually distilling this knowledge, the Steering Committee will leverage opportunities and connections across platforms for accomplishing the Plan's goals.

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The hallmarks of a **Learning Community (LC)** are supportive and shared leadership, shared values and vision (group cohesiveness), collective learning and application of that learning, and supportive conditions for the maintenance of the LC.[11]

A CTP Learning Community will be an asset to implementation because it will allow organizations with different skills and capacities to work synergistically toward the Plan goals that they all share.

There have been several successful learning communities in New Haven that can be used a models.* Here are some of the typical LC implementation activities that will be undertaken in the CTP context:

- Facilitated community meetings that allow peer organizations to share professional experiences

- Continual sharing and revision of tools

- Dissemination of best practices

- Training and one-on-one coaching to develop skills and support service improvements

- Documentation and dissemination of evaluation findings

- Creation and distribution of program-specific and collective data dashboards

- Performance measurement tracking

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* For example: Partnership for Economic Opportunity (workforce development provider and funder collaboration focused on improved financial stability); Greater New Haven Coordinated Access Network (homeless services provider collaboration); the Secure Start Network (providers focused on improving child/parent attachment); Funders Together (funders working to end homelessness); Boost! (partnership to improve outcomes for public school students); Service Delivery Improvement Initiative (collaboration of service providers to low-income families).

Working Groups of cross-platform practitioners and individuals who organize around particular community level outcomes will be the main drivers of Plan implementation. They will convene monthly and use a continuous improvement process to do the following:

- Convene stakeholders in the platform

- Implement innovative interventions to achieve respective platform goals

- Assess, align, and strengthen current efforts

- Review data on progress toward CTP goals to refine targets and strategies

- Provide performance data on relevant current work

- Plan new initiatives that apply CTP principles and take innovative action

- Participate in the Learning Community processes to advance principles

- Incorporate feedback from the Executive and Steering Committees
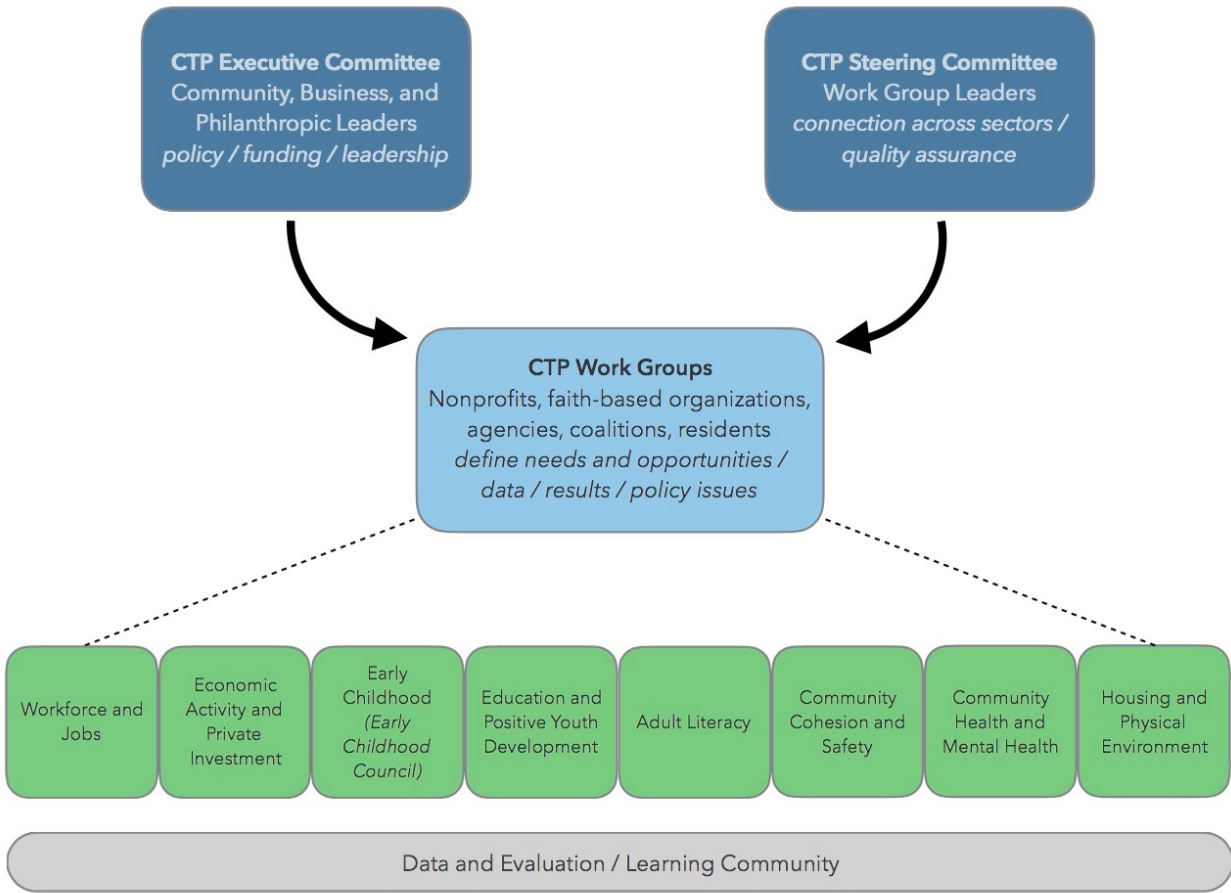
## Expectations and challenges

The CTP implementation model assumes that its stakeholders share an outlook that includes these elements:

**Acceptance of the Plan's collaborative and transformational vision.** Agencies and organizations that sign on as partners are prepared to adopt best-practices, dedicate resources to performance monitoring, and operate flexibly in a Learning Community environment.

**Equal willingness to accept the accountability that comes with their roles.** Executive Committee members recognize that they must attract and deliver resources, initiate needed policy changes, and be public champions of change from the business-as-usual attitude that maintains inequities in New Haven. Steering Committee members understand their special responsibility for creating and maintaining an authentic Learning Community, since this will be the connective tissue across the CTP's array of platforms, agencies, organizations, and practitioners.

**Working Group leaders and practitioners prepared to play bridging roles.** They are ready to take on board feedback both from the Executive and Steering Committees on one side and the practitioners and community residents on the other.  Also, they are ready to push for change in operational cultures, particularly related to the collection, use, and communication of performance data.

**A commitment to transparency.** All are aware that there will be ongoing performance monitoring: Dashboards will provide regular platform-level and collective information about progress toward each of the targets detailed in the Plan's roadmaps.  All New Haveners will be able to assess what is working and what is not working and to make informed judgments about the impact of the CTP.


In sum, the CTP assumes that its implementers at all levels are ready to take on the complex and difficult task of reducing this city's socioeconomic disparities and enhancing its regional competitiveness.

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