

Exhibit H. People Strategy

HOUSING AUTHORITY OF THE CITY OF MERIDEN

ExhHPeopleStrategy.pdf

EXHIBIT H-People Strategy

H.1-Resident Needs Assessment:

As part of the FY 2013 HUD Choice Neighborhoods Planning Grant effort, the lead and co-applicant have conducted a comprehensive resident and community needs survey. The survey instrument was built on the FY 2011 DOE Promise Neighborhoods Planning Grant and the Meriden Health and Human Services Department's (MHHS) community health needs assessments in partnership with MidState Medical Center (MMC). The results from this Choice needs assessment informed the People strategies and case management activities proposed in this application. All households in the Mills Memorial Apartments (Mills) were presented with multiple opportunities to complete a written/oral survey through the following methods: (1) a Spring Festival kick-off event on May 31, 2014; (2) a follow-up Choice needs assessment booth collected more responses on August 4, 2014; (3) a needs assessment booth set up at the Meriden Farmers Market on the Mills parking lot every Saturday during the 2014 market season; and (4) Meriden Children First "Connectors" (bilingual outreach workers) accompanied by Meriden Housing Authority (MHA) staff went door to door at Mills to collect survey responses from remaining households during the summer and fall of 2014. The survey was developed in English and Spanish. Spanish speaking staff interfaced with Mills households. All data was input into Survey Monkey for analysis purposes. People Plan partners had access to the raw data and analysis. The planning team worked with the Meriden Public School District's data department to obtain school data of Mills and neighborhood students. The privacy and confidentiality of all respondents were respected. 385 completed surveys were received. 108 surveys were completed by Mills households, representing 80% of all occupied Mills units at the time. The University of Connecticut's Center for Applied Research in Human Development assisted in conducting a quantitative analysis of survey data.

(a) Demographics. Meriden (pop. 60,674) is a mid-sized, ethnically diverse, post-industrial urban community in central Connecticut. The Meriden Choice Neighborhood (CN), consists of six census tracts comprised of 12,677 residents (2010 US Census) in the center of the Meriden and contains the subject 140-unit Mills Memorial Apartments (Mills) public housing complex. During the CN Transformation Planning process, MHA reported 135 households that included 385 Mills residents.

The MHA completed a Needs Assessment in 2014 as part of the CN Transformation Plan. The Needs Assessment survey results and MHA data show that among the 135 households at Mills public housing site, 80% are Hispanic, 3% are households with members over 55 years old, 69% are households with school-aged children, and 7.2% are disabled. The median age of the Mills population is 22 years old, and the median age of the Choice Neighborhood population is 31 years old. Median household income of Mills tenants is \$9,144. The average household size at Mills is 2.9.

(b) Key Data

Health: The Needs Assessment completed as part of the Choice Neighborhoods Transformation Plan shows that over 70% of Mills households have convenient access to a medical health care that provides quality, affordable health care at the Community Health Center (CHC) a federally qualified health center which is located across the street from the Mills. 72% (63) of Mills households surveyed insure their children through Husky/Medicaid (Title 19) and 78% (62) of households surveyed insure adults through the same program. 42% of children living at the Mills (41 residents) reported asthma was a health concern, 15% reported Attention Deficit Disorder (15 residents), 9% reported mental illness (9 residents), 3% reported diabetes (3 residents) and 3% reported elevated levels of lead in blood (3 residents). Among adults, 61% reported asthma (62 residents), 41% reported hypertension (41 residents), 29% reported diabetes (28 residents), 26%

reported high cholesterol (26 residents), and 40% reported obesity (26 residents) as a primary health concern. More than half of adults (52 residents) have been debilitated by mental health issues in the past year, and over half (25 residents) of those suffering from mental health issues sought professional help.

Education: Needs assessment data showed that 52% (16) of Mills households with children under the age of five use center-based, school-based or a licensed childcare program. The most important factors in their choice of a childcare program are quality (38%) and cost (29%). While all Mills households with young children are eligible for childcare subsidies, only 2% (1) receive childcare subsidies. 79% (46) of Mills households with young children do not attend a preschool program, stating cost as the main reason. 90% (52) of Mills households with young children do not attend an after-school program. A total of 55 out of 63 target Mills resident students were tested on the spring 2016 administration of the state mandated SBAC Mathematics and English Language Arts assessments. 10% of the students living within the Choice Neighborhood (CN) were SBAC math proficient, and 25% of the students within the CN were ELA proficient. 3% of students in the CN met benchmarks in grade 11 SAT math, 24% in Reading/Writing. Math and reading levels for school-aged children at the Mills show a lack of proficiency in core subjects at every grade level.

Employment: Only 13% (12) of Mills households surveyed reported that they were employed full time. 25% of Mills head of households surveyed were employed part-time (23 residents), 35% were unemployed and seeking employment (32 residents), and 10% were unemployed and not seeking employment (9 residents). Only 8% (3) of Mills households are currently enrolled in school or training programs. Among all of the employment programs available to Mills households (including job fairs, job training, small business training, work study programs), small business loans, trainings through Midstate Chamber of Commerce, continuing education at Middlesex Community College, Service Corps of Retired Executives, CT Works One Stop Career Center,

Meriden Public Library, and youth employment programs, respondents were generally slightly more satisfied than dissatisfied, but survey respondents overwhelmingly were not knowledgeable about these programs. 24% (26) of Mills households reported being unemployed for an average of 4.2 years. The greatest barriers to employment are access to transportation (17%, 22 residents), not having the right skills (16%, 21 residents), not having the right education (13%, 17 residents), not finding job opportunities (12%, 15 residents), language issues (8%, 10 residents), and access to childcare (7%, 9 residents). Mills households requested the following as beneficial services: on the job training (21%, 28 residents), job fairs (15%, 20 residents), English lessons (13%, 18 residents), classroom training (12%, 16 residents), and small business training (11%, 15 residents). Since the CN survey was completed, an influx of new residents seeking refuge from Puerto Rico, the US Virgin Islands and other hurricane-impacted areas including Florida and Texas has occurred. As of November 2017, the Meriden Public Schools enrolled 61 new students into the school system from Puerto Rico, US Virgin Islands, Florida and Texas. An additional 100-200 new students are expected to come to Meriden in 2018, resulting in even greater needs and challenges in the CN area.

(c) Resident Satisfaction. The Choice needs assessment survey asked Mills households to rate their satisfaction with the quality and accessibility of existing services and preferences for new and improved services. Mills households who used one or more of many existing services offered were generally satisfied. The Needs Assessment found that more than half of Mills households did not use these services primarily because of a lack of knowledge of the programs for residents of all ages and needs.

Existing Services	Very or Somewhat Satisfied	%	Somewhat Dissatisfied or Dissatisfied	%	Not Used Service	%	Total
Meriden Health Dept.- WIC, AIDS, dental, social work	129	65%	11	6%	59	30%	199
Meriden Youth Services	80	41%	16	8%	99	51%	195
Catholic Family Services - childcare, parenting classes	77	40%	9	5%	108	56%	194
Literacy Volunteers - ESL and basic literacy	66	35%	10	5%	113	60%	189
YMCA - Childcare, Health classes, camp, teen programs	84	43%	10	5%	100	52%	194
CHC counseling, pharmacy, general health maintenance	129	61%	22	10%	59	28%	210
Girls Inc. - after school programs	67	33%	9	4%	130	63%	206

Existing Services	Very or Somewhat Satisfied	%	Somewhat Dissatisfied or Dissatisfied	%	Not Used Service	%	Total
Boys and Girls Club - teen programs	83	41%	5	2%	115	57%	203
Beat the Street Community Center - teen programs	78	39%	6	3%	18	58%	102
MMC - regional hospital	148	69%	19	9%	48	22%	215

H.2 Supportive Services and Programs

Through analysis of the needs assessment, feedback received during multiple focus groups, one-on-one interviews with Mills and CN residents, and input from key social service professionals, Meriden’s People plan and the social service providers found that the following supportive services are needed most in the community: 1) school readiness (particularly for outreach to inform families of availability); 2) programs that promote life-long learning for the entire family; 3) programs and services that promote school-to-career opportunities; 4) job training for quality jobs and local hiring goals; 5) programs to connect disengaged youth to existing and new in-school and out-of-school programs; 6) resources to expand support services and reduce barriers to full-time employment (childcare, transportation, lack of skills, financial hardships, and education); and 7) medical homes for all CN families for medical, behavioral health and dental care. The strategies recommended for the Meriden Choice Neighborhood implementation plan address these critical needs and priorities.

Table 1: People Strategy and Expected Results Related to Health by Final Year of the Grant

<p>Impact Statement and Expected Outcome(s)</p>	<ul style="list-style-type: none"> • 100% of the 385 Mills residents (children, youth and adults) will have: a) place of healthcare where they regularly go other than an emergency room, b) health insurance and c) access to mental health services. • 90% of CN residents (11,409) have health insurance and a medical home.
<p>Needs Assessment Baseline</p>	<ul style="list-style-type: none"> • 70% of Mills households currently receive healthcare services at CHC (FQHC). Goal is to have 100% coverage in five years. • 81% (10,206) have one person or place they think of as their children’s personal doctor or healthcare provider. Goal to have 95% coverage in five years.
<p>Strategies</p>	<p>Physical and behavioral health for all are indicators of a community that is moving towards success. The presence of programs that not only intervene in crisis (such as meeting the needs of new residents fleeing hurricane damaged homes) and also work to prevent a crisis are integral to our CN plan. The following strategies will be implemented to achieve our desired outcomes so that children, youth and adults living in the Choice Neighborhood are physically and mentally healthy throughout their lives.</p> <p>Direct Health Care Services: CHC will offer bi-lingual health services in both Roger Sherman and John Barry Elementary Schools where the majority of CN children attend. 937 elementary students will have access to these services annually.</p>

Outreach related to Physical and Mental Health: CHC will utilize its Community Advisory Council as a vehicle to communicate with Mills and CN residents and advise them of the availability of health services. All clients will be asked if they have a medical home, and if not, referred to appropriate health care providers to establish a medical home. 12,677 CN residents will have access to these outreach services annually.

Case Management and Assistance with Enrollment in Health Care Insurance Programs: The Meriden Housing Authority (MHA) and its case management team will assist Mills residents access health care services and health care insurance programs that are available, including assistance with enrolling into a health insurance under the Affordable Care Act and Access Health CT (state support healthcare insurance program). Case management services will be provided to 100% of Mills households (385 residents).

Increased Access to Health Care Services: United Way will implement programs to ensure Mills and Choice residents have access to health care by supporting Non-emergency Medical Transportation for Seniors (free transportation for seniors that cannot drive provided by volunteers with reimbursement for direct expenses), Child Guidance Clinic Behavioral Therapeutic Program (Mental Health Services) and FamilyWize Prescription program (online prescription service providing discounts for enrollees).

Health & Wellness Programs: Healthy eating is critical to lifelong health. United Way and My City Kitchen will offer a Cooking for Healthy Eating educational program for Meriden youth in partnership with Trifecta

	<p>Aquaponics, which is located in the CN. Meriden Farmer's Market will provide fresh food for sale at the Meriden Green from July to October.</p>
<p>Residents Served</p>	<p>Direct Health Care Services: 300 new Choice Neighborhood (CN) residents (estimated 50% of new residents) will have access to health care at CHC, and 1,100 CN residents (10%) without health insurance or a medical home will have access to health care.</p> <p>Outreach related to Physical and Mental Health: 387 Mills residents (100%) will be offered outreach and connected to needed health care.</p> <p>Case Management and Assistance with Enrollment in Health Care Insurance Programs: 135 Mills head of households (100%) will be offered assistance with health insurance enrollment.</p> <p>Increased Access to Health Care Services: 200 CN residents will be offered Non-emergency Medical Transportation for Seniors 145 CN residents will be offered the Child Guidance Clinic Behavioral Therapeutic Program and 200 residents will be provided FamilyWize Prescription support annually.</p> <p>Youth Health & Wellness Programs: 35 CN youth will participate in the My City Kitchen program annually. 2300 people will benefit from access to healthy food at Meriden Farmer's Market.</p>
<p>Service Provider</p>	<p>Direct Health Care Services: MHHSD, CHC and MHA will collaborate to create common questions that will be used during client intake to increase access to care. CHC and MMC will provide health care services.</p> <p>Outreach: CHC will conduct outreach regarding health insurance behavioral</p>

	<p>health and medical home in the CN. CHC and City of Meriden will conduct behavioral health services outreach.</p> <p>Case Management: MHA and its case management team will provide case management services for 80 individual Mills residents and households annually and 385 over five years.</p> <p>Increased Access to Health Care: United Way will provide increased access to health care through its support of senior transportation services, Child Guidance Clinic and the FamilyWize prescription program.</p> <p>Youth Health: My City Kitchen Inc. will provide healthy cooking programming for youth. Meriden Farmer's Market, Inc. holds weekly farmer's markets at Meriden Green.</p>
--	---

Source of People Resource	Total Dollar Value of Resource (leverage)	Amount that is an Existing Resource	Amount that is an New Resource	Suggested CN Share
Community Health Center - Direct Health Care	432,135.00	432,135.00		193,233.00
Meriden Health & Human Services Dept. - Direct Health Care	37,119.00		37,119.00	10,500.00
Meriden Housing	200,000.00		200,000.00	50,000.00

Authority - Case Management				
Meriden Farmers Market	410,000.00	340,000.00	70,000.00	45,000.00
Midstate Medical Center - Outreach	300,000.00	300,000.00		
My City Kitchen - Healthy Cooking	0		100,000.00	75,000.00
United Way - Child Guidance Clinic	93,500.00	93,500.00		
United Way - Family Wize	1,000.00	1,000.00		5,000.00
United Way - Senior Transportation	8,650.00	8,650.00		20,000.00
	1,482,404.00	1,175,285.00	407,119.00	398,733.00

Table 2: People Strategy and Expected Results Related to Employment

Outcomes	<ul style="list-style-type: none"> • 100% of Mills households are economically stable and self-sufficient. • 100% of Meriden CN households are economically stable and self-sufficient.
Needs Assessment Baseline	<ul style="list-style-type: none"> • Number and percentage of target residents between the ages of 15-64 years with wage income: 23 Mills residents (25%) that were surveyed as unemployed and seeking employment will access full or part time employment. 23 Mills residents surveyed as working part-time (25%) will find full time employment. 9 Mills residents unemployed and not seeking employment will search for a job through the American Job Center or other means. 12 Mills residents (13%) with full time employment will access job training or

	<p>reeducation programs. CN funds will be used to assist 100% of Mills adults access job programs in the City.</p> <ul style="list-style-type: none"> • Average median income for Mills residents is less than \$10,000 per household. CN funds will be used to assist Mills and CN residents that can work access employment at or above minimum wage. Connecticut’s minimum hourly wage will be \$11/hour on January 1, 2018; \$12/hour on January 1, 2019; \$13/hour on January 1, 2020; \$14/hour on January 1, 2021; and \$15/hour on January 1, 2022. Average hourly rates for Mills and Choice Neighborhood residents will be at the new minimum wage plus the rate of inflation (rate of inflation is currently running at approximately 1%, the 2017 wage gain would be 6.2%). Wage gains for both Mills and Choice Neighborhood residents will be twice the rate of inflation or a minimum of 3.5% annually, whichever is greater.
Strategies	<ol style="list-style-type: none"> 1) Outreach/Education about Employment and Training Programs: The Midstate Chamber of Commerce and MHA will lead a coordinated effort in partnership with the Workforce Alliance, the American Job Center, the United Way, and area employers to ensure that Choice Neighborhoods and Mills residents are informed about; and enrolled in employment-finding and job-training services, as well as small business startup training provided by the American Job Center and SCORE. 2) Education and Training: Literacy Volunteers will provide career and English language instruction at the Meriden Public Library. 3) Summer Youth Employment, Youth Programs and Teen Center: Summer Youth Employment program will provide a summer work experience for

	<p>CN youth for 6 weeks during the summer. 200 youth will participate annually. By the end of the five-year grant period, a Meriden Youth Center will be created. It is expected that 2,000 youth, including all Mills youth, will attend the free youth center over the first year of operation. The MHHS D will employ participatory action methods in the design of the Center and form a Youth Council with Mills and CN youth to oversee program development and implementation under the guidance of a Meriden Library staff person. CN Youth will also be given opportunities to participate in education and employment related programming provided by Boys and Girls Club, Girls Inc. and Beat the Street Community Center.</p> <p>4) Small Business Technical Assistance: City will provide office space at City Hall for SBDC/small business advising and outreach services for five years.</p>
<p>Residents Served</p>	<p>1) Outreach/Education about Employment and Training Programs: 100% of Mills adults, ages 19-65, will have priority of services at the American Jobs Center, with coordination and promotion through the Midstate Chamber. Within five years, 103 individual residents will have received academic and skills assessment. 520 training slots will be available to address specific skill deficiencies. Various individual employment support services will address the identified barriers to employment that were presented in the needs assessment. 35% of all served, 114 Mills residents, will use these services over the grant period. Midstate Chamber and Workforce Alliance will enroll a minimum of 21 residents from Mills and</p>

CN into the American Job Center or SCORE Small Business Boot Camp training series annually for five years. In each of the five years, 1,400 CN residents will be served by United Way supported programming for financial stability including Women and Families Center Reach & Open DOHR programs (job training), Salvation Army Pathway to Hope (assistance with accessing job training), Volunteer Income Tax Assistance program (free tax preparation at tax time held at the Meriden Public Library), EARN bank matching program (matching funds provided by banks to promote financial literacy and help residents set up a personal bank account), and Adopt a Family to match family needs with local donors.

- 2) Education and Training: Literacy Volunteers will serve five Mills residents annually.
- 3) Youth Programs: All Mills youth between 14 and 19 (27) and an additional 200 CN youth will be served annually. CN youth will be eligible to participate in Youth programs related to career development including Beat the Street Career Explorers, YMCA Y Upgrade Program, Boys and Girls Club Power Hour, Girls Inc. Girls on the Move and STEM program, and Nutmeg Big Brothers Big Sisters Middle School mentoring. The anticipated five-year outcome is that 100% of the 27 Mills youth ages 14-19 will average two summer youth employment experiences.
- 4) Small Business Technical Assistance: Small Business Development Center advisor will work with four prospective business owners in the CN

	annually.
Service Provider	<p>1) Outreach/Education about Employment and Training Programs: American Job Center services by the Connecticut Workforce Alliance Inc., in cooperation with the Midstate Chamber, which will provide community and employer outreach services.</p> <p>2) Education and Training: Literacy Volunteers will provide basic literacy training at the Meriden Public Library.</p> <p>3) Youth Programs: United Way will coordinate implementation of career education and youth employment programs at local service organizations. Meriden Health Department and the Meriden Public Library will establish a teen center at the Meriden Public Library.</p> <p>4) Small Business Technical Assistance: The CT Small Business Development Center will provide technical assistance for small businesses in the CN.</p>

Source of People Resource	Total \$ Value of Resource	Existing Resource	New Resource	Suggested CN Share
United Way Education including Beat the Street, YMCA, Boys and Girls Club, Girls Inc., Nutmeg Big Brothers Big Sisters	77,100.00	77,100.00		425,000.00
Literacy Volunteers	18,000.00	18,000.00		43,750.00

CT SBDC	80,000.00		80,000	
Midstate Chamber of Commerce - Outreach	80,000.00	80,000.00		20,000.00
Workforce Alliance	717,600.00		717,600.00	
TOTAL	972,700.00	175,100.00	797,600.00	488,750.00

H.3 Case Management

The Meriden Housing Authority will provide case management services to all Mills residents before and after revitalization. Case management provided by MHA will ensure that all original residents understand their choice of housing options and are prepared to return to the revitalized site or successfully relocate permanently and ensure that residents are working towards their self-sufficiency and quality of life goals.

MHA’s Case Management Program will assist residents in making informed housing choices through the relocation and re-occupancy process while helping them achieve greater self-sufficiency. With two full time case managers, and up to five part time case managers as needed, MHA will provide relocation and re-occupancy counseling support, assist families with maximizing their children’s educational opportunities, connect individuals to education, training and employment, promote lease compliance, and foster independent living through programs/services that address health and safety concerns.

Relocation and Re-Occupancy Support. Case management staff will conduct post-relocation relocation and re-occupancy support regarding individual households’ relocation needs and re-occupancy policies and schedules. Case managers will facilitate services to aid successful relocation by addressing tenancy issues, helping with credit repair, and assisting with the school transfer process. Case managers will assist residents in making informed relocation choices, based upon neighborhood safety, school quality, proximity to employer/healthcare and affordability.

They will refer residents to services in their new neighborhoods and provide support throughout their relocation. Staff will have regular contact with relocated households, assisting them with “good standing” issues that could prevent their successful relocation/return to the redeveloped Mills Memorial.

Resident Outreach and Communication. MHA’s focus will be to enroll and maintain engagement of original Mills Memorial residents, but staff will also outreach to neighborhood families and new residents who move in after revitalization. Outreach will include door-knocking, community building events and meetings, targeted mailings and a quarterly newsletter. All printed materials in English and Spanish. The Case Management office will be in the development to facilitate resident access.

Supportive Services Program Management and Coordination. MHA will determine intensity of services required by each resident and engage them in services provided by the established service provider network. Through ongoing service provider meetings and contact, MHA will ensure optimum service delivery to residents. MHA will identify service gaps, make recommendations for addressing those gaps and conduct ongoing outreach to service providers. MHA will maintain a database of all services in the area.

Case Management/Personal Counseling and Coaching. Case Managers will make referrals to service providers, following up within two days and sending referral forms to the provider prior to enrollment. MHA will convene service provider meetings to share upcoming agency events/programs, coordinate services for residents and discuss individual and overall barriers/obstacles to success. MHA staff will coordinate with other service providers, including Meriden Children First and the United Way, to help enroll residents in programs to address identified obstacles to achieving self-sufficiency, maintaining lease compliance or enhancing quality of life, including Financial Literacy, Budgeting and Energy Conservation, Building Self-

Esteem, Home Maintenance/Housekeeping, Health Promotion, Career Training, and Parenting Support. Over the five-year grant term, 27 households will receive support annually through the grant term. Two full time case managers will have a 14:1 client to staff ratio during the grant term.

H.4 Supportive Services Sustainability. The Meriden CN team deems it critical to sustain the supportive services strategy beyond the five year grant term. Long term sustainability will help us attain long-term outcomes that improve resident quality of life and avoiding abrupt cessation of key services at the end of the grant period. The following resources have been committed for services beyond the grant term.

Source of Resource	Dollar Value of Resource	Outcome
MCF- Family Zone Outreach	150,000.00	Education
Meriden Public Schools Adult Education Programs	3,581,145.00	Education
Meriden Public Schools Success Academy	620,689.00	Education
United Way Education	165,000.00	Education
Workforce Alliance	100,000.00	Employment
Midstate Chamber of Commerce	10,000.00	Employment
United Way Employment	45,000.00	Employment
Community Health Center - Direct Health Care	625,368.00	Health

Meriden Health & Human Services Dept. - Direct Health Care	8,500.00	Health
Midstate Medical Center - Outreach	111,500.00	Health
Meriden Farmers market	68,100.00	Health
United Way Health	127,000.00	Health
Total	5,207,202.00	

H.5 Federally Qualified Health Center – The Community Health Center, located in the CN at 134 State Street is a Federally Qualified Health Center (FQHC). A letter identifying the FQHC’s intention to partner and collaborate with the applicant within the target neighborhood as Attachment 39.

H.6 Education Strategy

Meriden’s CN Education Strategy is designed to ensure that all Mills children birth through 18 years old will have access to high-quality education programs and services so that children enter kindergarten ready to learn, are proficient in core academic subjects, and graduate college- and career-ready. Mills and Choice residents attend the following Meriden Public Schools:

School Name	School Type	School Size	SBAC Math % Students meeting SDE Standard or Level $\frac{3}{4}$ (2017)	SBAC Reading % Students meeting SDE Standard or Level $\frac{3}{4}$ (2017)	Math proficiency goal	Reading proficiency goal
Barry**	Elementary	477	30.4%	43.6%	32%	34%
Pulaski	Elementary	557	37.3%	37.7%	40%	58%
Putnam	Elementary	588	34.7%	45.8%	33%	52%
Sherman	Elementary	560	22.3%	29.1%	34%	52%
Lincoln	Middle	743	25.9%	37.3%	25%	45%
Washington	Middle	674	24.5%	31.9%	33%	52%
Maloney	High	1175	16%*	46%*	31%	61%
Platt	High	1013	11%*	39%*	26%	54%
TOTAL		5787				

*Note: Metric no longer used

**Note: John Barry School currently exceeds proficiency goals due to presence of enhanced education programming including Extended Learning Time and Summer Discovery Program.

H.6.1.i Education Strategy-Early Learning.

The CN Needs Assessment completed as part of the Meriden CN Transformation Planning process found that just 52% of Mills households with children under the age of five use center-based,

school-based, or licensed childcare programs, and 73% of all children from the Choice Neighborhood do not have a preschool experience. According to research summarized in <http://www.parents.com/toddlers-preschoolers/starting-preschool/curriculum/why-preschool-matters/>, children who attend preschool have better pre-reading skills, better early math skills, are able to get along with others and socialize better and are more ready for kindergarten. Children attending kindergarten in Meriden who have had preschool know how to participate in a group setting with other children, how to solve problems of their own or with a classmate and have a higher level of pre-literacy and pre-math skills.

The needs assessment indicates that while capacity exists in several formal preschool or other structured programs, additional outreach is needed to connect families to existing pre-school programs. Through additional outreach, the CN team has set a goal that 70% of Mills and CN residents will have a quality preschool experience, and will be at par with children citywide.

The Meriden CN team will implement a coordinated set of strategies to ensure that all Mills children will enter kindergarten ready to learn. Strategies are: (1) outreach: marketing campaign (Spanish and English)- flyers, banners at CN housing locations, digital media- case management direct communication to Mills families, central location for preschool registration; (2) locate an early Childhood Education Center in a new housing development (Meriden Commons 2); School Readiness funding will be allocated for slots for the program during and beyond the five year period; and (3) establish a Family Resource Center (FRC) in MHA/Pennrose housing development (Meriden Commons 2). In an FRC, operated by the Meriden Public Schools, parents and care givers attend Learn and Play groups with the children in their care. Children learn how to interact with other children and caregivers learn about developmental milestones and if the child is on track to meet those milestones. Parents and caregivers will have access to preschool programs. This will "de-mystify" what a preschool experience entails and should help increase the

percentage of preschool children with a preschool experience. There is access to English as a Second Language classes and Adult Education classes as well as guidance about child development and getting to know the advantages of preschool. The Learn and Play groups are free. State and local funding will be sought to continue the program past the five year period. The Meriden Public Schools practice is to continue programs once established.

The following metrics will be used to track the results of the proposed strategies: 1) Increase in number/% of 0-5 year olds enrolled in accredited early learning programs; 2) %/number of kindergarteners demonstrating age-appropriate skills; 3) # and % of target resident children in kindergarten who demonstrate at the beginning of the program or school year age-appropriate functioning across multiple domains of early learning as determined using developmentally appropriate early learning measures. Metrics will be tracked by Meriden Public Schools and Meriden Children First connectors funded under the CN Implementation grant.

H.6.1.ii Education Strategy-Early Learning Projected Results

The baseline and the projected results by the final year of the grant for the priority outcome that children enter kindergarten ready to learn is as follows:

Mills children:

- Baseline: 21% of Mills children under 5 (17 children) enter kindergarten ready to learn.
- Five year goal: 100% of Mills children under 5 (58 children) enter kindergarten ready to learn

Choice Neighborhood children:

- Baseline: 37% of CN children under 5 (109 children) enter kindergarten ready to learn.
- Five year goal: 100% of CN children under 5 (261 children) enter kindergarten ready to learn

The Meriden Public Schools and Meriden Children First will share data to assess the progress towards these stated goals annually throughout the five year grant period. The following table summarizes the outcomes, strategies, providers and resources committee to ensuring that CN children enter kindergarten ready to learn:

Table 2: People Strategy and Expected Results Related to Children Enter Kindergarten Ready to Learn by Final Year of the Grant

Table 2	
Outcomes	<ul style="list-style-type: none"> • 100% of Mills and Choice Neighborhood children enter kindergarten ready to learn
Needs Assessment Baseline	<ul style="list-style-type: none"> • Increase % of Mills school aged children, from birth to kindergarten entry, that participate in center-based or formal home-based early learning settings or programs from 21% (17 children) to 100% (109 children). • Increase number and percentage of target resident children in kindergarten who demonstrate at the beginning of the program or school year age-appropriate functioning across multiple domains of early learning as determined using developmentally appropriate early learning measures, increasing percentage of Mills households with children under the age of five using center-based, school-based or licensed childcare programs from 52% (40) to 73% (56), which is comparable to citywide levels.
Strategies	<p>1. MCF Meriden Family Zone Connector Program: The MFZ program will connect Mills residents to a coordinated, comprehensive array of wrap-around services and community building activities. Two Meriden Children First (MCF)</p>

	<p>bilingual outreach workers will connect 250 families with children under five, including 56 Mills families, to existing quality preschool options, CT Family Resource Centers in Meriden schools and recruitment into the Parent Training and Leadership Institute (PTLI) over five years.</p> <p>2. Meriden Family Resource Center: Provide staff that provides home visiting and preschool programs at John Barry, Sherman and Franklin Elementary schools to ensure that children not already enrolled in preschool have an early learning experience. Add FRC at Pennrose/Meriden Commons 2 Housing development.</p>
Residents Served	<ul style="list-style-type: none"> • All Mills households with children under 5 years old will be served by Connector Campaign – 41 children (20 Mills households and 30 CN households) annually. • 10 Mills households and 20 CN households will be served by Meriden Family Resource Center to be located in the Meriden Commons 2 development (further described in the Housing section).
Service Provider	<p>1) MCF Meriden Family Zone Connector Program: Meriden Children First</p> <p>2) Meriden Family Resource Center: Meriden Public Schools and MCF</p>

	Total Dollar Value of Resource	Amount that is an Existing Resource	Amount that is an New Resource	CN Share
MCF- Connector Campaign				150,000.00
MCF- Family Zone Outreach	150,000.00		150,000.00	150,000.00
Meriden Family Resource	600,000.00	600,000.00		200,000.00

Center - Meriden Public Schools & MCF				
--	--	--	--	--

H.6.2.i Education Strategy-School Aged Children

The Meriden CN team will implement a coordinated set of strategies to increase the number and percentage of school-aged children living in the target HUD-assisted housing who are proficient in core academic subjects and are graduating from high school college- and career-ready. Specific activities are in place to ensure that the Mills/Choice Neighborhood students fully participate in all existing programs. Strategies include: (1) Extended Learning Time: John Barry, Casimir Pulaski and Roger Sherman Elementary Schools are extended learning time schools and provide an additional 100 minutes per day of instruction, assisted by Meriden YMCA staff. Additional time built into the school day provides reading and math interventions and creative hands-on enrichment activities. (2) Digital competency: Middle Schools will be providing all students with their own computers in a 1:1 device initiative. Students become more engaged when using devices and classroom teachers have received in-service on integrating technology into their lessons. Students will use appropriate math and reading software programs to increase academic success. (3) High School Transition: At-risk 8th grade middle school students are provided a summer school program as they transition to high school. The program utilizes high school teachers and counselors to provide both academic and social-emotional support. These same students will be followed up at each high school with two 9th grade transition counselors to ensure appropriate supports. (4) Student centered learning: Both high schools are implementing student-centered/blended learning environments. Students are provided voice and choice and encouraged to design their own Personalized Learning Experiences (PLEs) for credit based on an individual interest, talent or career desire. Prerequisites to courses have been removed and technology is integrated into curricula. (5) At-risk students: Meriden's Success Academy, an alternate education

program for under-credit, over-age students, help students get on track for graduation. (6) Credit offerings: The district is requesting Choice Neighborhood Implementation Grant funds of \$200,000 to help expand the high school schedule from 7 classes to an 8 classes per year. This extra class will provide students more choice and voice, extra support and homework help, increased electives, online courses. Students can utilize our schools' universal Wi-Fi access, as well as community hotspots in the downtown Meriden core. (7) Outreach: The MPS conducts active marketing and outreach through school support staff. MCF outreach “Connectors” and case managers will work with all Mills families and other CN families. The MPS conducts active marketing and outreach through school support staff. MCF outreach “Connectors” and MHA’s case managers will work with all Mills families and other CN families. The Meriden Public Schools will

will coordinate and share information with Meriden Children First in order to direct services and reach the targeted goals/

H.6.2.ii Education Strategy-School Aged Children are proficient in core academic subjects

The baseline and the projected results by the final year of the grant for the priority outcome that children are proficient in core academic subjects is as follows:

Table 3: Children are proficient in core academic subjects

Outcomes	<ul style="list-style-type: none"> • Mills and CN school aged children are proficient in core academic subjects, as measured by State of CT proficiency tests, at or above citywide levels in five years.
Metrics	<p>1) Mills Residents: All Mills students that participate in a CN sponsored program will achieve state proficiency standards for language and math over five years at a rate comparable to Choice Neighborhood residents.</p>

	<p>2) Choice Neighborhoods residents: All CN students in grades 3-8 will increase proficiency in Mathematics from 17% to 40% and in English Language Arts from 19% to 52% over a five year period. Grade 11 CN students will increase proficiency in Mathematics from 11% to 31% and in English Language Arts from 39% to 54% over a five year period.</p>
<p>Strategies</p>	<p>Education is a highway that our residents can enter and exit as needed throughout their lives. While at the beginning basic skills are emphasized, programs will move on to career-focused (lifelong) and include recreational and developmental learning. Strategies include: 1.) Expanded Learning Time at Barry, Pulaski and Sherman Elementary Schools: Students attending elementary school in the Choice Neighborhood, including John Barry, Roger Sherman and Casimir Pulaski schools, will be provided an extended learning time program with an additional 100 minutes per day of instruction, 2) Meriden Public Schools “THINK” program: The Meriden Public School District (MPSD) administration is proposing a unique and innovative program to incentivize MPS teachers to engage in community development and out of school youth development programs. The program—entitled “THINK: Teachers Helping Increase Neighborhood Knowledge (THINK)”--- will provide incentives to live in the Choice Neighborhood in exchange for creating and implementing supplemental education programs targeting CN youth in cooperation with the MCF Summer Discovery Program. The THINK program will be used by the MPSD to recruit new, bilingual teachers that are committed to the concept that community development and education are intertwined and a shared responsibility. The</p>

	<p>MPSD will recruit teachers to live in the CN (including Meriden Commons 2 and through NPP homeowner rehab program) and will provide incentives to work with MCF to run proven before and after school programs, including the MCF Summer Discovery program, an evidence-based program offered to John Barry Elementary School-aged children to provide them with a fun, literacy and activity-based experience. The program will serve up to 1,420 students at Barry, Pulaski and Sherman schools (annually). The Meriden MPSD will engage in partnerships with the CT State Department of Education, Regional Education Service Centers and an accredited university to subsidize teachers for Bilingual Education Certification, as 36% of Mills residents speak no or limited English. 50 teachers will be recruited (over five years) to participate in this program.</p>
Residents Served	<p>1) Extended Learning Time, 940 total students, 67 Mills students</p> <p>2) THINK Teacher incentive program and student engagement program, 10 teachers and 1,420 students annually.</p>
Service Provider	<p>1) Extended learning time: MPSD, MCF</p> <p>2) THINK Teacher incentive program: MPSD, MCF, Pennrose Properties</p>

	Dollar Value of Resource	Existing Resource	New Resource	CN Share
Teen Center at Meriden Public Library	50,000.00		50,000.00	500,000.00
THINK Teacher Incentive Program	125,000.00		125,000.00	500,000.00

Table 4; Youth, including youth with disabilities, graduate from high school/college and are career ready in at least the grades required by the ESEA (3rd through 8th and once in high school)

Outcomes	<ul style="list-style-type: none"> • Meriden youth, including youth with disabilities, graduate from high school college and career-ready • Mills resident students (11-15 annually) graduate from high school on time at same rate as CN residents.
Metrics	<ul style="list-style-type: none"> • % of Mills and CN high school students graduating high school on time. Out of the 11 Mills resident students surveyed, 5 (45.5%) graduated on time. Goal is that 85% of Mills and CN high school students graduate on time (increase from 72-74% citywide).
Strategies	<p>Having access to education, achieving proficiency in core subjects and being ready for college and career opportunities upon graduation underlies the success of an individual, a family, a neighborhood. Without goals and the education to accomplish them financial stability and health generally are unattainable. The following strategies are aimed at preparing students for a career upon graduation from high school: 1) <u>Meriden Adult Education</u>: credit diploma program, English as a second language, citizenship preparation, adult basic skills, 2) <u>Meriden Public Schools Success Academy</u>; an alternate education program for over-aged, under-credit high school students, 3) <u>Meriden Teen Center at Meriden Public Library</u>: Meriden Youth will be provided space for learning and programming to assist with applying to college, alternative careers, enrollment center for summer</p>

	youth employment program, and a safe space for learning.
Residents Served	CN: 100% (2,506) of school-age youth Mills residents: 100% (133) of school-age youth
Service Provider	1) Meriden Adult Education: MPSD 2) Meriden Public Schools Success Academy: MPSD 3) Meriden Teen Center: Meriden Public Library

	Total Dollar Value of Resource	Amount that is an Existing Resource	Amount that is an New Resource	CN Share
Meriden Public Schools Adult Education Programs	3,581,145.00	3,581,145.00		
Meriden Public Schools Success Academy	620,689.00	620,689.00		
Teen Center at Meriden Public Library	50,000.00		50,000.00	500,000.00

Supportive Services: With more than eighty-five years' experience as the lead provider of health and human service funds in Meriden, this United Way, even in difficult times, defines the needs as well as helps fund the solutions to those needs. Funding more than 25 programs, the United Way implemented Results-Based Accountability for both the design as well as the monitoring of outcomes for funded programs. This leads to a continuous improvement model as well as to the redesign and, at times the re-creation, of programs that speak to the needs of new community

members instead of continuously funding the same thing. This United Way was the first in Connecticut to utilize this system to measure community impact and progress. The United Way will employ this system to track and monitor the outcomes of the strategies funded by the CN Implementation grant.

Education: The Meriden Public School District (MPSD), in cooperation with Meriden Children First (MCF) is committed to be the Education Partner in the implementation of the Transformation Plan. MCF is a non-profit civic organization founded in 1994 to strengthen schools through research, advocacy and parent leadership and continues to work closely with MPSD – both organizations share board members. MCF is the recipient in December 2011 of a U.S. DOE Promise Neighborhood

Planning Grant for their Meriden Family Zone (MFZ) project (coterminous with the Choice boundary).

Current Choice Neighbor students will be entered into a comprehensive data file maintained over time by the Office of Research and Evaluation for the Meriden Public Schools. Additional metrics will be entered annually over time. Based on the resident assessment, metrics will include ethnicity, absenteeism, chronic absenteeism, graduation rate (as determined by SDE). The primary measures of state test SBAC and School Day SAT will continue to be monitored annually as well as calculating annual growth scores to ensure the district is on track to meet its expected five-year outcomes. While the programs and activities will be open to all residents of the Choice Neighborhood, priority will be given to Mills residents participating in the following programs. Mills resident participation will be tracked by MHA's case management workers and data will be shared through the regular reporting on the outcomes of the CN Implementation grant.

Table 5: Preferred Slots for priority strategies under the CN Implementation grant (annual targets)

	Slots for Early Childhood Learning	Slots for Job Training/Employments	Slots for Case Management programs
Mills residents	10	5	65
CN residents	30	502	0