

### SECTION III – Selection Criteria

ECHO Housing Corporation (EHC) - Lead Organization, City of Evansville/DMD - Lead Partner, Implementation and collaborative partners seek a Promise Zone Designation to support Evansville's most at-risk, yet most promising neighborhoods. Our plan links together a number of priority initiatives identified through years of strategic development and community visioning, and supported through extensive community input and public/private investments. A Promise Zone Designation will serve as a catalyst towards fully realizing our vision and our partnership is ready for implementation. *i. PZ Poverty:* 39.03%; *ii. PZ Unemployment:* 12.86%; *iii. Nature and scope of crime in PZ...* Developed specifically for the PZ, analysis utilized GIS mapping of specific PZ crimes and hot spots with 2015 data provided by the Evansville Police Department (EPD) and supported by the Department of Metropolitan Development. The majority of Evansville's crime challenges exist within the PZ boundaries with the top four crimes being Larceny, Disorderly Conduct, Aggravated Assault and Vandalism (2015). **2015 Part 1 (Index Crimes):** Aggravated Assault: 444, Arson: 31, Auto Theft: 131, Burglary (Residential, Non-residential, not specified): 244, Homicide/Murder: 5, Larceny: 1119, Rape/Sexual Assault: 39, Robbery: 75, Theft from Vehicle Parts: 203. A five-year comparison of Part 1 crimes is in **Attachment E** and 2015 crime cluster map is in **Attachment B2**. Initial analysis identified seven cluster areas (defined as 20+ crimes in the vicinity, 2015). **Cluster 1 - Tract 19** (4<sup>th</sup> Ave. west, W. Franklin St. north, N 3<sup>rd</sup>. east, W. Illinois south) (36 crimes. Top 3: Disorderly Conduct (14) and Theft Report (9), Hit & run (3), Vandalism (3), and Rape (1). **Cluster 2 - Tract 20 (Jacobsville Neighborhood):** (Edgar St. west, Columbia St. north, Harriet east and W. Virginia south) (144 crimes: Top 3: Battery Report (67), Theft Report (22), Hit & Run Property Damage or Injury (21), Rape (2). **Cluster 3 - Tract 18 (Central Business District):** Main St. and S.E.

Martin Luther King Jr. Blvd. (39 crimes: Top 3: Narcotics Dealing (32), Theft to Vehicle (2), Auto Theft (2), Rape (1). **Cluster 4 - Tract 12:** Parret St. west, Monroe Ave. north, Venice St. east, Jackson Ave. south) (22 crimes: Top 3: Vehicle Theft (6), Disorderly Conduct (5), Theft Report (4). **Cluster 5 - Tract 10:** S. Kentucky Ave. west, Waggoner Ave. north, S. New York Ave. east, E. Riverside Dr. south. (20 crimes: Top 3: Theft Report (5), Disorderly Conduct (4), Battery Report (2), Robbery (2). **Cluster 6 - Tract 37.02:** Hatfield Drive between Monroe Ave. north and Taylor Ave. south. (21 crimes: Top 3: Theft Report (10), Hit & Run (3), Disorderly Conduct (3). **Cluster 7 - Tract 37.02:** Polster Dr. west, Covert Ave. north, Green River Rd. east, Cass Ave. South. (25 crimes: Top 3: Theft Report (18), Intoxicated Driver (2), Battery Report (2). Six preliminary crime drivers were identified through analysis of community data, and PZ resident and community input (**Section IV Part D:** **(1) Driver: Concentrated Poverty:** PZ poverty rate=39.04% (Highest=54%) (HUD Tool), Evansville=20.4% (ACS, 14); unemployment rate=12.86% (HUD Tool), (Evansville=4.1%, MSA 2015). The Evansville-Vanderburgh Comprehensive Plan Draft (EVCCP, 2015) shows four zone census tracts (19, 20, 17, 13) as priority focus areas and include families who are working, but unable to afford basic necessities. **2) Driver: Blight/Urban Decay:** The DMD (2015) estimates roughly 4,000 vacant residential structures within the PZ, 2,000 of which have decayed beyond rehab potential and are slated for demolition and land banking. There are an estimated 1,500 vacant lots within the PZ that are also slated to be land banked for repurposing over the next 5 years. **3) Driver: Gang Activity:** The EPD reported (2014) increased gang activity, especially unorganized “hybrid” gangs and younger recruitment (early as 15). In December 2015, a gang-related homicide took place within the PZ; the victim was a teenager. **4) Driver: Drug Activity:** Narcotics dealing reports have increased over the last 5 years (122 in 2015; 35 in 2011). When five-year rates are examined,

nearly 60% (273/470) of the narcotics dealing reports in the PZ occurred in the last two years (14/15). **5) Adverse Childhood Experiences (ACEs):** Youth who accumulate ACEs (e.g., abuse, poverty, substandard housing, violence, family turmoil) are at-risk for school maladjustment and delinquency. Eight Evansville Vanderburgh School Corporation (EVSC) schools are in the PZ and all are school wide Title 1 with free/reduced lunch rates from 82% to 98%. In 13-14, PZ schools reported 660 suspensions/expulsions and 404 had chronic absences (10+ days). Further, 18% to 31% were identified for special education. Detailed PZ school data are in ***Attachment H***.

#### **SECTION IV – Selection Criteria: Strategy**

##### **Part A: Needs and Assets Assessment *i. Needs/assets of PZ community... City/County***

**location:** Vanderburgh County (pop. 182,006), Evansville (pop. 120,000). **PZ Boundary &**

**Justification:** Veteran's Memorial Parkway & Waterworks Rd. (South and West), Diamond Ave. (North) and Green River Rd. (East). *To-scale city map provided in Attachment B1.*

**Boundary selection criteria:** 1) Meets eligibility; 2) Includes city's highest poverty and crime census tracts; 3) Includes a high-need urban neighborhood (Census tract 37.02) with emerging challenges, including status among the PZ's highest Racially Concentrated Areas of Poverty (RCAP). Percent "poor non-white" in census tract 37.02 is 51-60%. (*Millennial Plan for 2040–April 2014.*); 4) Incorporates high growth areas city prioritized for redevelopment efforts (EVCC Plan 2015-35). *Additional PZ characteristics are included in Attachment G. PZ Indicator Data:*

*Total Zone Pop.: 22,257. Race/Ethnicity: Hispanic/Latino-.03%, White-65%, Black-23%, American Indian-.003%, Asian-.004%, Pacific Islander-.00005%, Other-.003%, Two Races-.04%. Language barriers: 217 people speak English "less than very well" (ACS 2014 5-Year Avg.). Gender: Male-49.5%, Female-50.5%. Age: Age 0-19 (26%), 20-34 (21%), 35-49 (19%), 50-64 (19%) and 65+ (15%). Census tract specific indicator data is in Attachment F. Key data*

points: Child poverty rate under 18 in last 12 months **exceeds 50%** in five census tracts (PZ schoolwide Free/Reduced Lunch ranges from **82% to 98%**); rate of adults 25+ with < H.S. Diploma exceeds **25%** in six census tracts; rate of home ownership is **less than 40%** in seven census tracts; rate of children in households with single householders **exceeds 50%** in seven census tracts; Avg. Median HH income is **less than \$25,000** in six census tracts (ACS 2014-15-Year Avg.). Indicator data suggests education/employment barriers and housing insecurity.

**Identified Needs/Gaps** – Needs/gaps align with community and partner input and planning documents discussed in **Section IV Part B.** **(1) Increasing Jobs (Gaps/Needs):** **(a)** Shortage of professional, high-paying job opportunities; **(b)** Workforce development/job skills training to prepare existing workforce for higher skilled job. Need is evidenced by a poverty rate as high as 54% in one zone census tract and more than 25% of adults 25+ with less than a H.S. diploma in six census tracts, **(c)** Income stability: Number of single parent households **exceeds 50%** in seven census tracts, suggesting elevated hardship and an inability to build and protect financial stability. **(d)** Increased multi-model transportation and access (e.g., In Census Tract 20, 47.5% of households are without a vehicle; 2015). **(e)** Increased broadband connectivity throughout the PZ (Evansville ranks 368/370 US metros on internet speed). **(2) Increasing Economic Activity (Gaps/Needs):** **(a)** Need to promote connectivity and clustered live/work/play. **(b)** Need to upgrade tourist attractions and cultural/recreational facilities to entice urban residency and private investment. **(c)** Improved infrastructure: Under consent decree, Evansville must replace/upgrade outdated water/sewer system to stop excessive water main breaks and eliminate stagnate standing water with impacts many PZ areas (Water and Sewer Utility, 2015). Further, 133 sites in the proposed zone have been remediated through the EPA Superfund and more are slated (Superfund depicted in *Attachment B3*). **(3) Improving Educational Opportunities**

**(Gaps/Needs):** **(a)** PZ schools are low performing; ISTEP scores range from 30% to 52% passing in ELA and 18% to 51% in Math; three schools received a D and three an F on state accountability measures (14-15). Early intervention through high quality early childhood experiences are needed. **(b)** Coordinated school/community mental health supports. PZ schools have high rates of suspension and expulsion (631) and chronic attendance (404). The local 2015 Health Assessment cites “Mental Health” among the top four clinical issues with suicide a key priority. **(c)** Increased availability and offerings of quality out-of-school programs to provide positive role models and student/family engagement. **(d)** Reduce barriers to high school (HS) graduation and postsecondary. Among PZ 25+ residents, 21% did not graduate HS and 38% have only a HS education. HS Graduation in PZ feeder HS range from 81% to 92%. **(4)**

**Reducing Violent Crime (Gaps/Needs):** See Section III for crime dynamics. **(a)** Increased community policing to build trust and increase presence in crime cluster areas (i.e. replication of successful Byrne strategies to other PZ neighborhoods), **(b)** Increased positive youth development programs with Evansville Police and partners, **(c)** Improved built environment (i.e., CPTED improvements), and **(d)** Increased coordinated marketing/messaging strategies to address crime perceptions and inform residents of crime prevention, neighborhood initiatives. **(5)**

**Promoting Health and Access (Gaps/Needs):** **(a)** 65% of ECHO Health Care patients live in PZ zip codes and 31% did not have insurance (HRSA, UDS, 2014). Further, 22% reported not receiving routine checkups in the last year (TSHS, 2015). **(b)** Increased access to physical and mental healthcare and affordable nutritious foods (Nearly 40% of residents live in census tracts designated as food deserts; 29% reported wanting to purchase fresh fruits and vegetables but not being able to, and 23% reported fair or poor general health. (TSHS, 2015). **(6) Increasing**

**Access to Affordable Housing (Gaps/Needs):** **(a)** On-going focus on blight removal and

increased workforce housing. All parcels earmarked by the city for blight elimination (Hardest Hit Fund) are located in the PZ and the city reports that there are hundreds brownfield locations in the PZ. Identified community priorities include compact, dense housing development near employment centers, and investment in infill development in urban neighborhoods. **Identified**

**Assets:** A number of assets support the PZ. Examples include ***(a) housing supports*** (i.e. Housing providers: United Caring Services, Ozanam Family Shelter, Community One, Habitat Evansville, ECHO Housing, Coordinated Homeless Access Point of Entry, Hope of Evansville, Evansville Housing Authority, and Memorial CDC). ***(b) Cradle-to-career supports*** (i.e. EVSC, St. Vincent Daycare, Head Start, Signature School, parochial schools, Ivy Tech, USI, UE, On My Way Pre-K, 4C of Southern Indiana and more). ***(c) Community/school partnerships*** (i.e., EVSC Center for Family School and Community Partnerships, evidence-based community collaborative model nationally recognized for work in community collaboration, family engagement and use of data, School Community Council After School Committee). ***(d) Community coalitions*** (i.e. Systems of Care, Mayor's No Meth Task Force, Jacobsville Join In). ***(e) Crime prevention/community policing programs*** (i.e. EPD, Byrne initiatives, crime-free multi-housing, community trainings, Choose Not To Lose, CPT neighborhood association, Guardian crime watch vehicle, Coffee with a Cop and more). ***(e) Neighborhood associations (15 in the zone), youth and social service supports*** (i.e. Dream Center, Youth First, Evansville Christian Life Center, Boys and Girls Club, ECHO, YMCA and more). ***(f) Economic development ventures*** (i.e. Economic Development Coalition, North Main Complete Street (new private investments, small business), WorkOne, GAGE / Innovation Pointe. ***(g) Multi-faceted health resources*** (i.e. I.U. Medical Center and campus, Mobile Dental and Health Access Advocates, Deaconess Hospital, FQHC with health, navigation and social supports, Southwestern Behavioral, Public Health Department, School-

based Health Centers (PZ Schools: Glenwood, Lodge, Cedar Hall)). Moreover, the region has experienced substantial progress with growth initiatives, acquired investments and leveraged capital either directly or indirectly benefitting the PZ. In late 2015, Southwestern Indiana was chosen to receive \$42 million for 12 transformational projects (including PZ investments) through the Regional Cities Initiative with projects representing \$122.5 million in leveraged public/private funding within the PZ. Included in Regional Cities Funding is the new downtown I.U. Medical School and campus, to serve as a daytime repository of nearly 2,500 people and incorporate a research facility with clinic access for PZ residents. Redevelopment planning and progress is ongoing in Jacobsville with anchor strategy planning, complete street planning and business development. Investments are being made in the Haynie's Corner Arts District and the Central Business District. Recently area higher education (Ivy Tech and USI) has received funding and leveraged new capital to create jobs in life sciences, manufacturing and healthcare industries and build training programs. Regional economic growth is supported by a number of state, regional and local entities. Additional efforts and investments are detailed in the letter from Evansville Mayor, Lloyd Winnecke. *ii Req./optional maps provided in **Attachment B1 to B4**.*

#### **Section IV Part B: Promise Zone Plan**

**i. Rationale and sequencing of the Promise Zone Plan...** The PZ Planning Team used a comparative assessment approach to develop a robust improvement plan, which capitalizes on synergies across goals and addresses potential conflicts. Activities that cross goal and policy areas were discussed with final goal area placement decided through general consensus among planning and advisory groups. For example, synergies within planned infrastructure improvements, such as walking/biking/connector trails and water/sewer improvements support both health and economic development. It was decided to integrate infrastructure into the

economic development goal with “health” and “environmental health” as cross policy areas. Rationale for goal selection and priorities comes from existing investments and emerging/completed community planning documents. Activity specific rationale appear in the Goals and Activities Template. Potential conflicts may exist in implementation if further planning for activities happens in a silo. Therefore, the plan includes a communication strategy where information is shared across work groups and overall progress toward goals communicated to all partners. Further, by embedding work groups within existing coalitions (e.g., Healthy Community Partnership, HOUSE), we will capitalize on existing partner relationships. *ii. Activity alignment...* The proposed plan integrates activities either first launched, currently operating or replicating other local, state or federally funded initiatives. For example, Violent Crime goal activities are informed by best practice and evidence-based crime prevention initiatives under a Byrne Criminal Justice Innovation Grant currently benefitting the PZ’s Jacobsville Neighborhood. Activities under the Health and Access to Healthcare goal will bolster successful public health efforts originally launched through a CDC Transformation Grant awarded to the Welborn Baptist Foundation in 2010 and renewed in 2013. With grant funding, Welborn and partners formed the Healthy Communities Partnership of Southwestern Indiana, a group of approximately 25 organizations across the seven-county area, plus school corporations from each county. Several residential soil contamination sites in the PZ (4.5-square mile area) are being remediated through the EPA Superfund. Located in the proposed PZ and serving the PZ community through four Federally Qualified Health Centers is ECHO Community Health Care (ECHC). ECHC delivers services under Health and Human Services funding, anticipated to be renewed. A total of 133 PZ properties have been submitted to the state for blight removal through the Hardest Hit Fund. There are three TIF districts located in the PZ (Attachment B4).

Through multiple providers, On My Way PreK, a free early childhood education program funded through the state is available to families in need. To date, a total of 193 children are enrolled. Additionally, the PZ designation will both benefit from and contribute to broader development and revitalization efforts by setting in motion a number of planned community initiatives: **1) Regional Cities** (Previously discussed), **2) Millennial Plan for 2040**, completed in 2014 by the Metropolitan Planning Organization (MPO) (w/funding from a Sustainable Communities Grant) to focus on transportation choices; equitable, affordable housing; economic competitiveness; coordinating/leveraging federal policies and investment; and placing greater value on communities and neighborhoods. **3) Evansville Vanderburgh Comprehensive Plan (DRAFT) 2015-2035**, completed in 2016 by the Evansville/Vanderburgh County Area Plan Commission; **4) Metropolitan Evansville Transit System (METS) Study** completed in 2016 by METS, Evansville MPO and the Evansville Department of Transportation; **5) VOICE – Community stakeholder visioning** championed by Leadership Evansville in 2015 to devise outcomes tied to culture and recreation, healthy lifestyles and alignment with the Millennial Plan 2040 (above); **6) FY2015 Community Health Needs Assessment for Vanderburgh County** - Guided by the CHNA Collaborative, a group of over 60 representatives from over 24 health organizations in Southwest Indiana that formed in 2013 and meets regularly to advance integrated community health. **7) 2015-2016 Southwest Indiana Chamber Strategic plan** - Objectives addressing advocacy and public policy, community and workforce development. **8) Evansville Police Department Strategic plan 2014-2018** - Strategic objectives include policing, community partnerships, professional development, equipment and technology and facilities and staffing. *iii.* ***Responsiveness to identified gaps and opportunities...*** All PZ goals and supporting activities were developed through in-depth analysis of PZ community input data with particular scrutiny of

common themes in and across goal areas. The Goals and supporting activities are directly aligned and responsive to the gaps/opportunities identified in **Section IV-Part A**. For example, two specific needs/gaps that were identified in nearly every goal group advisory meeting were mental health supports and transportation. As such, both are addressed within planned activities across goal areas. **iv. Data management, accountability and measurement... plan to establish the partnerships and processes...** Data management, accountability and measurement are patterned after successful evaluation practices employed through the Byrne Criminal Justice evaluation framework managed by EHC. Specifically, EHC will contract with a local research partner to develop a comprehensive process and outcome evaluation of the initiative. An evaluation team comprised of the research partner, partners and community stakeholders will oversee planning and meet regularly to review findings. As identified in the MOU, all implementation partners have committed to accountability by allowing access, management, and sharing data for execution, evaluation and continuous improvement. Upon designation, formal data sharing agreements will be developed for all partners that outline what data will be used, how data will be reported, who is responsible, and any participant protections that need to be in place (consents and alignment w/FERPA and HIPPA). In most cases, evaluation practices will be aligned with existing evaluation methods and reporting. For existing research based programs and services, recommended evaluation methods identified by developers will be employed (e.g., Strengthening Families Program). However, for emergent strategies, evaluation will employ more rigorous research designs to the extent possible. **Plan for finalizing...** Within six months from the designation, a formal logic model outlining the relationship between needs, goals, activities and metrics and a written evaluation plan will be developed that includes all methods and data collection procedures. The plan will be aligned with data sharing agreements and

outline intended outcomes, metrics for measuring progress and timelines for data collection, when each metric will be measured and when milestones and outcomes will be achieved. A data flow chart is provided in **Attachment I. v. Barriers...** Selected examples of systemic strategies for addressing barriers include: **Goal 1: Increasing Jobs-Barriers: Understanding employer needs, workforce lack of awareness of available services.** WorkOne has extensive relationships and processes in place to work with area employers to stay abreast of education, job skills and credentials needed; workers will access trainings and additional job skills supports through increased communication and outreach strategies provided through PZ plan coordination. **Goal 2: Increasing Economic Activity-Barriers: Complex approval layers, mitigating circumstances (lawsuits, referendums, citizen/stakeholder resistance).** All activities proposed under this goal area have extensive involvement of the city, its sub-departments and regional/local organizations with a long history of collaborating and successfully navigating and resolving systemic and policy-related challenges. **Goal 3: Improving Educational Opportunities- Barriers: Uncertain impact of New Every Student Succeeds Act, challenges in realigning community mental health resources, and increasing needs of youth.** EVSC has been a nationally recognized school district in the area of community schooling and invited to speak to current PZ recipients on developing effective community school partnerships. A School Community Council has existed since 2000, which includes over 70 community partners who are working together to support these initiatives. Schools within the PZ are working to implement full service community school programming and have Site Councils to focus on localized partnerships. Planned activities are directly aligned with this comprehensive community school strategy and existing partnerships will be leveraged to support implementation. **Goal 4: Reducing Crime-Barriers: Community leniency toward a top-down approach vs. collaborative resident buy-in approach, loss of**

*information due to silo work of partners and public administration.* Replicating the successful partnership and implementation structure of the Jacobsville Crime-Free Alliance, activities include a coordinated, cohesive structure and integrative, decision-making process. **Goal 5:**

**Promoting Health and Access to Healthcare-*Barriers*:** *Navigating current health care policies, transportation, resident awareness of resources, negative community-wide health trends.* Key community health care partners are already invested and realigning resources through existing collaborative efforts (e.g., Systems of Care, Community Health Needs Assessment, Healthy Communities Partnership). Partners are working on a collective impact plan while adjusting policies, increasing community capacity and coordinating the delivery of services across organizations to address collaboratively identified needs. **Goal 6: Increasing Access to Affordable Housing-*Barriers*:** *Excessive regulatory barriers, restrictive zoning, minimum building site dimensions, setbacks, excessive impact fees, lengthy approval processes, growth controls, inefficient/outdated building and rehabilitation codes, environmental issues in the inner city and multifamily housing restrictions make building a larger range of housing types in an urban core increasingly difficult.* A viable solution is non-profit pairing with for profits to co/develop/own the property to enable nonprofits to get federal funding and for profits to do construction. More work must be done to encourage for profit builders (not tax credit developers) to build market rate housing in these areas to stimulate growth. The HOUSE Coalition (*page 25 below*) includes key housing partners who focus on addressing these barriers.

#### **Section IV Part C: Promise Zone Sustainability & Financial Feasibility Plan**

*i. Budget projection...* A five year budget for funding project coordination is provided in the table below. Total 5-year expenses include \$1,498,830 for staffing, supplies, and evaluation. In addition to direct costs, partners will contribute resources to support implementation (MOU).

EXPENSES	Year 1	Year 2	Year 3	Year 4	Year 5
<b>A. PERSONNEL/B. FRINGES</b>	<b>\$97,328</b>	<b>\$99,100</b>	<b>\$100,723</b>	<b>\$102,774</b>	<b>\$104,665</b>
Program Director	\$58,557	\$59,634	\$60,532	\$61,851	\$62,994
Resident Engage. Coordinator	\$13,737	\$13,987	\$14,244	\$14,505	\$14,771
Administrative Assistant	\$10,866	\$11,059	\$11,257	\$11,459	\$11,664
Executive Director/Controller	\$14,168	\$14,420	\$14,690	\$14,959	\$15,226
<b>C. TRAVEL</b>	<b>\$10,500</b>	<b>\$10,500</b>	<b>\$10,500</b>	<b>\$10,500</b>	<b>\$10,500</b>
<b>D. EQUIPMENT</b>	<b>\$5,150</b>	<b>\$5,150</b>	<b>\$5,150</b>	<b>\$5,150</b>	<b>\$5,150</b>
<b>E. COMMUNICATIONS</b>	<b>\$81,200</b>	<b>\$81,200</b>	<b>\$81,200</b>	<b>\$81,200</b>	<b>\$81,200</b>
<b>F. OFFICE EXPENSE</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>
<b>G. OTHER COSTS</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>
<b>H. EVALUATION</b>	<b>\$115,000</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$80,000</b>
<b>TOTAL EXPENSES</b>	<b>\$324,178</b>	<b>\$290,950</b>	<b>\$292,573</b>	<b>\$294,624</b>	<b>\$296,505</b>

*ii. Securing additional funds...* The Evansville Promise organizational structure is the extension of a core Planning Team that has been meeting since fall 2015, building camaraderie, visioning and setting the foundation for the successful PZ management. Moving forward, sustained commitment and coordination will be achieved through development of mutually agreed upon processes (i.e. neutral meeting venues, decision-making, communication, division of duties, accountability procedures, etc.), support and recognition of member contributions and periodic assessments of committee functioning to ensure strong partnerships and governance structure. A PZ designation will bolster the procurement of additional funds for the partnership structure as well as PZ goals and activities with an additional layer of leveraged funding opportunities to

supplement three primary resource procurement strategies. **1)** Diversified funding streams - local, state and federal grants with emphasis on monitoring and pursuit of PZ preference point related funding and providing application assistance applying entities. The City of Evansville and EHC are prepared to coordinate resources and lead future fundraising efforts on behalf of Evansville Promise. Funding mechanisms might include fundraising campaigns with partners tapping their own unrestricted funding base for sustainable support and private investment from local/regional businesses partners. **2)** Partnership capital - diverse stakeholders advocating within spheres of influence, brokering new relationships and connecting Evansville Promise to new resources. **3)** Performance measurement - data-driven decision-making, informed process improvement and public progress reports will help secure new funding.

#### **Section IV Part D: Resident Engagement Strategy**

*i. Involvement of resident/organizations in PZ plan...* Building on years of visioning and development, PZ planning unfolded through three key mechanisms: **1. Planning Team**-Eight members, including representatives from EHC, the DMD, EVSC, ECHO Health Care, HOUSE and UNOE began meeting in September 2015. **2) Review and analysis of previous planning efforts (Section IV, Part B)**-Top priorities and projects with committed funding and strong leveraged funding potential were prioritized for inclusion. **3) Public information and input opportunities**-Planning phase launched with a public information meeting in October preceded with an invitation from the Mayor. Next, input was gathered through goal-specific community and stakeholder input sessions (12 meetings; 2 per goal area), presentations at the United Neighborhood of Evansville (UNOE) meeting and various neighborhood association meetings, a web-based survey tool made accessible to the general public, and informal discussions with community stakeholders. The framework for collecting input included questions addressing:

existing PZ assets; needs, gaps and opportunities; existing or new strategies to address needs and build on assets; and barriers in implementation. A final public meeting was held on February 10, 2016 to share the proposed plan with stakeholders and solicit final feedback. Altogether, over 60 organizations were represented in the planning process through these specific methods; including 70 stakeholders attending meetings and 65 submitting narrative responses (43% from residents).

Our proposal also integrates existing plans within the last two years that have substantial community and resident input. Resident participation in the PZ plan is still emerging with a myriad of indicators to suggest successful future engagement. Successful resident engagement activities of Jacobsville Join In (JJI) influence the PZ plan (described in Section V-Part E).

UNOE reports a total of 528 residents on its mailing list who receive monthly newsletters and invitations to neighborhood association meetings, and the UNOE FB page currently has 988 followers. Additionally, a number of neighborhood associations in the PZ utilize the Next Door social network to keep residents abreast of neighborhood happenings, activities and events. *ii.*

***Engagement of New Americans (immigrants/refugees) and barrier to involvement...*** Ethnic diversity in the PZ is minimal (Hispanic/Latino-.03%, Asian-.004%). However, equal opportunity and elimination of cultural-related barriers are intrinsic to the plan (e.g., St. Mary's has a Spanish speaking health advocate to assist with enrollments; EVSC employs interpreters). (Three Implementation partners (St. Mary's, ECHO, EVSC) participated in the 2013 Southwestern Indiana Latino Needs assessment. EHC/JJI will coordinate closely with these agencies to tap cultural resources and ensure cultural appropriateness and inclusion. Potential barriers generated from the planning process include: language barriers, disjointed communication and resident input processes, time constraints, belief that opinions and involvement are not valued, lack of leadership development and civics involvement.

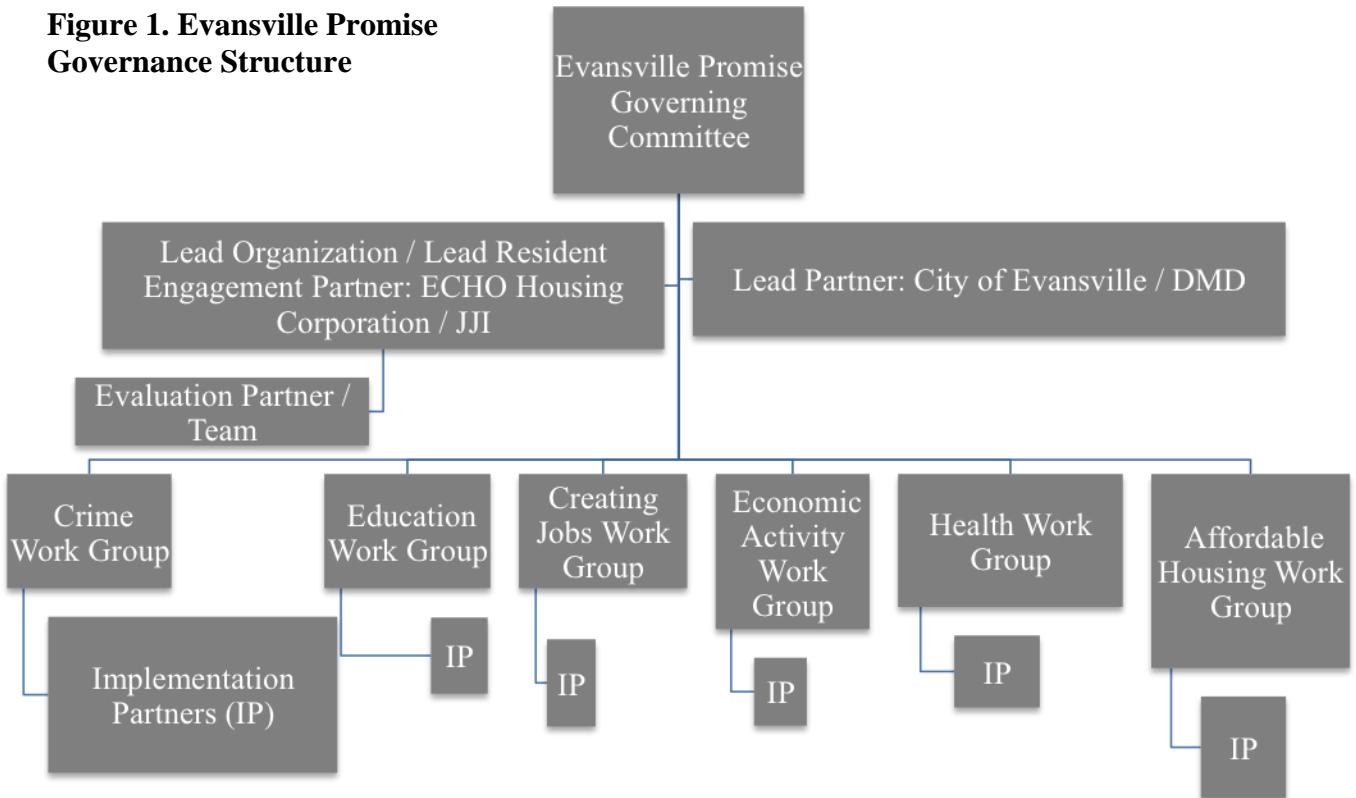
*iii. Sustained and substantive resident participation...* A comprehensive resident engagement strategy will address existing and unforeseen barriers and engage residents in ways that are personally meaningful and impactful. The plan is based on *12 Principles of Healthy Neighborhoods*: Civic: Leadership, Vision, Collaboration, Social: Services, Education, Culture, Physical: Safety, Environment, Housing, Economic: Business Diversity, Economy, Wealth Creation and Retention. EHC/ JJI will work with the PZ partners to ensure people and structures are in place to create coherence and integrity so that residents may become successfully engaged in sustainable change. Plan objectives: **1) Resident input:** EHC/JJI will facilitate one-on-one meetings with neighborhood leaders and plan on-going organizational/group meetings with UNOE. **2) Empowering residents and developing leaders:** EHC/JJI will identify and recruit residents to serve in Evansville Promise governance and coordination capacities to ensure resident interests and concerns are considered and contributions are fully utilized. **3) Information sharing/education:** Through multiple marketing modes, EHC/JJI and resident leaders will share progress and uncover problems that affect collective neighborhood power and devise strategies to address. **4) Meeting facilitation and strategy sessions:** EHC/JJI, UNOE and resident partners will work to build rapport with PZ Implementation Partners by hosting joint meetings and strategy sessions on the needs of civic and community life. The plan will be supported by a communications and outreach strategy utilizing existing communication methods of PZ partners and other contributors such as school Site Councils and PTAs, etc. with new modes of communication devised to improve resident awareness (e.g., mailings, social media, signage and banners, print and electronic media and more. EHC/JJI will work with PZ partners to develop and promote a central forum to share PZ engagement opportunities. This strategy addresses all identified barriers as well as supports all data collection and reporting requirements.

## Section V - Selection Criteria: Capacity and Local Commitment

### Section V Part A: Partnership Structure and Commitment *i. Structure... ii. Partnership*

*diagram...* Evansville Promise includes a collaborative governance structure that capitalizes on existing partnerships, utilizes diverse expertise, and ensures resident leadership (**Fig. 1**).

**Figure 1. Evansville Promise Governance Structure**



EHC will employ an FTE Project Director to coordinate all aspects of Evansville Promise (EP).

A **Governing Committee** will serve as the overarching governance entity, consisting of PZ residents (to be identified through planning input participation), representatives from EHC (Lead Organization and resident engagement lead), City of Evansville/DMD (Lead Partner), the EVSC, UNOE, and one representative from the six **Goal Area Work Groups** (below). Responsibilities include ensuring EP fulfills all legal, ethical and functional responsibilities of the plan through policy development and activity monitoring for HUD compliance. The committee will initially convene monthly to assess progress, troubleshoot conflicts/setbacks, review financials and build

sustainability. The Governing Committee will assist with strategy changes/modifications through general assessment, consensus, approval and revision of goals. All modifications will be made in close coordination with the evaluation/data collection partner to assure alignment with community needs/research. The committee will focus on building sustained involvement of “non-professional” resident partners; clarifying partnerships and roles (through final MOUs); defining mission/vision; solidifying strategies, objectives, deliverables, required resources; budget refinement; identifying barriers to success and solutions to address; refining governance structure and rules as needed; and planning and discussion of PZ momentum and sustainability through the 10-year designation period. Six **Goal Area Work Groups** will consist of representatives from Implementation Partner organizations as well as other collaborating partners, including PZ residents. Responsibilities will be to monitor goal progress, maintain records and gather necessary progress data to be shared and reported to the Governing Committee and subsequently to HUD. Focus will be on developing and maintaining appropriate lines of communication with community partners for information exchanges, process improvements and addressing barriers. EP is fortunate to launch with an impressive number of deep-seated, multi-sector Implementation Partners with a history collaboration and collective impact in the proposed PZ. All have made important advances in community level initiatives and are well suited to lead PZ activities. Commitment to the project is evidenced by role definitions and signatures provided on the attached preliminary MOU to be finalized post designation award. The partnership structure will focus on communication, streamlining processes, leveraging synergies and breaking down silos to strengthen service integration and coordination of goals and activities in the PZ. *Potential roles, responsibilities and sponsoring agencies for AmeriCorps VISTA members:* PZ administrative, program and resident engagement support

(EHC/ JII); assisting community partners with navigating federal programs, research and application writing (City/DMD); develop PZ specific outreach and data tracking (Grow Southwest Indiana Workforce); help expand health insurance navigation assistance in the PZ (St. Mary's, ECHO Community Healthcare), expand outreach and service coordination relating to early childhood education enrollment and out of school time programs (School Community Council Afterschool Coalition), and assistance with recruitment and organizational capacity of existing and new neighborhood associations (UNOE).

*iii. Preliminary MOU (Attachment C). iv. Optional letters of support (Attachment D)*

#### **Section V Part B: Capacity of the Lead Applicant**

*i. Capacity...* Capacity of EHC to lead and facilitate Evansville Promise is evident in four key attributes: **1) Longevity serving the Evansville community.** EHC is governed by a 9-15 member, diverse Board that represents various professions and community interests in Evansville. One-third of membership is reserved for EHC's low-income beneficiaries. Founded in 1991, EHC's mission is to create affordable housing, provide supportive services, and promote community development. EHC serves low-income and homeless men, women, families and Veterans in Vanderburgh County. Current initiatives include single or multi-family rental properties and permanent supportive housing. EHC owns 70 rental units and conducts on-going property acquisition and development to provide income-based housing to a low-income population. EHC administers four HUD-funded permanent supportive housing (PSH) programs that total 83 units of housing. EHC developed the first Veteran-specific PSH program in the State of Indiana. Along with housing, participants in these programs receive ongoing supportive services from a program-specific Case Manager trained specifically in the needs of those experiencing homelessness. The Family Enrichment Center, housed in Lucas Place, offers early

childhood education designed specifically for children who have experienced homelessness as well as life skills and enrichment programming for adults, youth, and children. EHC serves thousands of individuals annually through direct services and community revitalization efforts and partners with over 30 local and partners. **2) Experienced at securing and managing highly collaborative, federally funded community-focused initiatives.** ECHO Housing has successfully secured and managed HUD Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) funding for the past 25 years, which has allowed for provision of housing and supportive services to several thousand men, women and children to date. In 2012, EHC received a three-year grant (renewed a 4<sup>th</sup> year) from the Department of Labor to implement the Homeless Veteran's Reintegration Program (HVRP) in southwest Indiana. Through partnerships with the VA in Marion, Illinois, VA Medical Center in Evansville and others, EHC facilitates employment related and supportive services for homeless veterans. EHC earned a two-phase grant in 2013 from the U.S. DOJ, Bureau of Justice Assistance (BJA) BYRNE Criminal Justice Innovation Program to plan and implement a comprehensive crime prevention initiative in Evansville's Jacobsville neighborhood. Through EHC's efforts, Evansville became the first city in the state of Indiana to receive the BYRNE grant. After 13 months of research and data analysis with the Evansville Police Department (EPD), residents, stakeholders, and an evaluation partner, Jacobsville's top crime drivers were identified and validated. A comprehensive response strategy was developed and is currently being implemented. The Jacobsville Crime-Free Alliance is unique and unduplicated in Evansville well suited suitable for replication locally (Evansville Promise), regionally and nationally. **3) Experienced in neighborhood revitalization and redevelopment.** In 2011, EHC formed Jacobsville Join-In (JJI), a community-based neighborhood coalition to develop and implement a

Quality of Life (QOL) Plan for Jacobsville. JJI is currently implementing the QOL Plan through volunteer working groups and community support, has successfully advocated with local policy makers for systems change; provided resident leadership training to build human and social capital within the neighborhood; and is currently leveraging public, private and non-profit support and resources for implementation. **4) Expansive roster of multi-sector community partners.** Through JJI, EHC implements with a cohort of residents and stakeholders, coordinating across six categories: 1) Housing, 2) Infrastructure & Parks, 3) Employment, 4) Business Corridors, 5) Youth & Education and 6) Safety & Cleanliness. EHC has good rapport and strong partnerships at the local, state and federal level, is experienced in seeking diverse funding resources and is committed to leveraging know-how to advance the goals of the PZ plan. Through the facilitation of past local, state and federal grants, ECHO has established a continuous quality improvement process that ensures fidelity of program implementation and supports management of data collection and reporting. Similar methodology and processes to ensure quality of data collection, dissemination/reporting, and tracking process and outcome data will be incorporated into the PZ initiative. In doing so, EHC commits to full alignment of processes with guidelines. *ii. Financial stability...* Existing since 1991, EHC employs 15 staff members and has extensive volunteer support. EHC has administered over \$20 million in federal funds since its inception without any incidents or audit finding including funding from the following U.S. Departments: Housing and Urban Development, Justice, Labor, and Veteran's Affairs. On an annual basis EHC has an A133 audit completed with no findings. EHC understands the importance of funding diversification and as such, engages in strategic sustainability planning and annual unrestricted fund development. EHC raises \$100,000+ unrestricted funds annually. *iii. Non-profit Form 1990...* EHC's most current IRS Form 990 is provided in ***Attachment J.***

### **Section V Part C: Capacity of the Implementation Partners *i. Partner capacity...***

Implementation Partners have prior experience and capacity to fulfill their roles and responsibilities to support the PZ plan: **ECHO Housing Corporation (EHC)** – Lead Organization (**See Section V Part B**). **Evansville Department of Metropolitan Development (DMD)** - Experienced in asset based community/economic development and neighborhood stabilization/revitalization, secured over \$3 million in Federal entitlement funds, over \$100 million in Redevelopment TIF funds, coordinated the largest public works projects in city history including the HCW Convention Hotel and the IU Medical School Campus. **Evansville Metropolitan Planning Organization (MPO)** – Established in 1969, independent policy body comprised of elected or appointed officials from metropolitan area and representatives from state and local transportation agencies,, facilitates transportation policy development, planning and programming in Vanderburgh and surrounding counties. **Growth Alliance for Greater Evansville (GAGE)** – provides support to new and existing businesses, brings in new jobs and revenue dollars to enhance local/regional economic vitality. Strategic aims include New Business Attraction, Retention/Expansion, Innovation and innovative Entrepreneurship support.

**Evansville Vanderburgh School Corporation (EVSC)** - Third largest Indiana school system, approximately 23,000 students and over 3,000 employees. The EVSC realigned their district administration to support a district model of community schools and formally established a Center for Family, School, and Community Partnerships to guide early childhood, family engagement, out-of-school time programming, student mental, physical and emotional health services. Over 70 community organizations work with the EVSC through the School Community Council. This infrastructure will continue to support work within the PZ. **School Community Council Afterschool Committee** – Founded in 2000, works to develop cohesive, supportive

approaches to Afterschool and Out of School Time Learning opportunities and events for area students and their families. Consists of 66 members representing 35 community organizations (non-profit, for-profit, and schools). Currently partners with the Indiana Afterschool Network to improve functioning and service delivery. **Welborn Baptist Foundation** - not-for-profit, private foundation providing grants to not-for profit organizations that significantly contribute to community health. Since the Foundation's first grant cycle in 2000, it has overseen the distribution of more than \$50.8 million dollars through more than 1,000 grants to more than 300 different organizations in the fourteen county area that comprises its service area. **Old National Bancorp** - Largest financial services holding company headquartered in Indiana, including Old National Bank, Old National Investments, Old National Wealth Management and Old National Insurance. ONB has more than 160 banking centers, providing services to individuals, families and businesses in Indiana, Kentucky, Western Michigan and Eastern Illinois. **Ivy Tech Community College Southwest** - Founded in 1968 and part of Indiana's largest public postsecondary institution and the nation's largest singly accredited statewide community college system, offers affordable degree programs and training that are aligned with the needs of the PZ (Achieve Your Dream), along with courses and programs that transfer to other colleges and universities in Indiana. Employs three College Connection Coaches for three EVSC schools. **ECHO Community Healthcare (ECHO)** – Located within the PZ, federally qualified community health center that provides physical and mental healthcare, health promotion services, case management, social work, after-hours, emergency shelter and food, transportation referrals, and prescription medication assistance and Hoosier Healthwise navigation; serves approximately 15,000 people annually regardless of the ability to pay. **Youth First, Inc.** – Founded in 1998, YF is a leading community provider of SAMHSA recommended evidence-

based substance prevention and family strengthening programs and a comprehensive school social work program serving 57 Southwest Indiana schools and ten school systems, including seven EVSC schools in the PZ. YF employs Master's level social workers and provides evidence-based prevention. Annually, YF provides 220+ evidence-based prevention programs for 60,000+ youth from preschool thru 12th Grade and their parents/caregivers. **Vanderburgh County Health Department** works with community partners to develop and provide quality health care services; promote healthy lifestyles; protect against and prevent the spread of disease and assure preparedness to achieve and maintain the best public health for our community through eight divisions: Finance, Health Education, Communicable Disease, Laboratory, Vital Records, Nursing – WIC, Environmental and Dental Clinic. **Grow Southwest Indiana Work Force (WorkOne Southwest)** - serves nine counties in Southwest Indiana Region 11, serves employers and job seekers, including career planning, youth training, education and job placement with added focus on job retention and “work experience” by educating both employees and partnering employers on the employability challenges of low-income workers, providing work/soft skills classes in the workplace and on-the-job training and salary support. The Bureau of Rehabilitation Services, Indiana Division of Disability and Rehabilitative Services for Evansville region Area 20 (Voc. Rehab) and the Family Social Services Administration (FSSA) have a physical presence in the GSIW/WorkOne offices. **Memorial CDC** – non-profit corporation established to change the economical, social, cultural, educational, and physical course of the inner city of Evansville and surrounding communities, and the lives of the people who live there. MCDC creates enriching opportunities in the area of economic development, health services, housing, education, financial services (e.g. community credit union), social services, and youth development programs, along with inner city revitalization and promotion.

**Southwest Indiana Chamber (SIC)** – supported by nearly 1,700 members, with approximately one-third invested for 10+ years. All major employers in our region are members of the SIC, and 71% of members have fewer than 25 employees. **Evansville Water/Sewer Utility** - provides the Evansville metro area (60,000 residents) with high quality, safe, dependable water and sewer service. The Utility manages land and water resources to ensure quality for future generations.

**Housing Organizations United Serving Evansville (HOUSE)** - Community coalition established in 2014 to amplify community awareness, resources, advocacy and support for housing and neighborhoods in Evansville, Indiana. HOUSE members represent non-profit housing organizations and developers, for-profit developers and the local government. Founding member organizations include Community One, Habitat, ECHO, Old National, and HOPE of Evansville. **United Neighborhoods of Evansville (UNOE)** – Organization consisting of autonomous organized neighborhoods working together to support 46 Evansville Neighborhood Associations. **Evansville Police Department (EPD** – Local law enforcement, recognized for community engagement and innovative, needs-based strategies to prevent and deter crime, experienced in procurement and administration of state and federal grants. Jacobsville Byrne Partner, experienced in CPTED, Crime-Free Multi-Housing, Crisis Intervention Training (CIT).

**St. Mary's Health** – Established in 1872, one of the largest faith-based health ministries in Southern IN, 20 medical facilities and primary care provider locations, provides urgent care, in-patient/out-patient, preventative/restorative care and community wellness programs. In 2009, received a USDOE Carol M. White PEP Grant in partnership with eight EVSC schools, operates area's only mobile dental clinic, providing comprehensive dental care, referrals and health access support to low-income families and has 14+ years of experience facilitating Medicaid/CHIP enrollment. **Economic Development Coalition of Southwest Indiana** - regional economic

development organization partnering with communities to attract and retain businesses and build regional capacity. Since 2006, the Coalition has helped to secure nearly \$3 billion in new investment and 3,568 new jobs from existing and new companies (e.g., Haier, Berry Plastics, Mead Johnson, Toyota), and more than \$73 million in grants for quality of place infrastructure.

#### **Section V Part D: Data and Evaluation Capacity**

*i. Experiences of the organization to manage, share, and use data...* ECHO Housing (EHC) will oversee data collection and reporting. To support this role, EHC will commission Diehl Consulting Group (DCG) to guide PZ specific evaluation activities. DCG has worked with EHC for three years as the research partner for the Byrne grant and has extensive experience with managing, evaluating and reporting for federal projects. Evidence of organizational capacity includes: (a) Experience in managing large-scale community, state/federal grants, such as the Byrne Criminal Justice Grant, Safe Schools Healthy Students, 21<sup>st</sup> Century Community Learning Centers, Full-Service Community Schools, Grant to Reduce Alcohol Abuse, as well as conducting comprehensive community needs assessments, such as the United Way Needs Assessment, Mental Health Community Needs Assessment, and the 2015 Tri-State Healthy Study; (b) Over 16 years experience conducting evaluation and employs 8 staff members with expertise in education, organizational development, social work, youth development, and mental and public health; (c) Local knowledge of community organizations and cultural considerations. DCG is located in the Promise Zone and provides evaluation services for local schools and a number of non-profit organizations in the community; (d) Working knowledge of community data systems (e.g., School District's Data Warehouse) and all indicators included in the application; and (e) Extensive experience in utilizing methods to derive quantitative (surveys, secondary data sources) and qualitative data (focus groups, interviews, case studies).

***Operational outputs and outcome indicators...*** As previously noted, a combination of process and outcome methods will be utilized to inform implementation and continuous quality improvement. Process evaluation will involve further development of key implementation measures to assess the extent to which activities are being implemented as designed and identify areas of improvement and best practice. Outcome evaluation will gauge progress toward each of the outcomes identified in the activity templates and additional measures identified through further evaluation planning. Both quantitative and qualitative approaches will be used. Primary data sources will include key stakeholder interviews, focus groups, and targeted community surveys. Secondary data sources will include needs assessment, crime reports, and other data that accurately describe the neighborhood (e.g., Census data, property assessor records, inventory of businesses). Organizations included in the PZ plan have already provided data to support planning efforts and are committed to working collaboratively with local law enforcement agencies (EPD), schools (EVSC and other key community partners; e.g., 4C of Southern Indiana, St. Mary's) to identify and collect pertinent data. The Initial indicators, outcomes, and data sources are outlined in the activity templates. The evaluator in partnership with EHC will be responsible for ensuring performance data are collected, analyzed, and reported. Actual data extraction may be performed by law enforcement, the school district and other partners given their expertise with specific sources of information (e.g., School district, city, and hospital electronic data systems). Findings will be reported per the direction of the governance committee with guidance from the evaluation work group to ensure timely and useful data for project planning. A comprehensive logic model that details objectives, inputs, outputs, indicators, outcomes, and data collection methods will be developed. A more detailed evaluation plan also will be developed within six months of the designation that specifies timelines for data

collection, data collection responsibilities, and descriptions of measures. In addition to outcome measurement, the evaluation process will include fidelity measures to ensure consistent, appropriate implementation of project components and process measures to allow for continuous project monitoring and improvement. Under the guidance of the project director, the evaluator will be responsible for reports to work groups quarterly (and more frequent if necessary). This process will include brief summaries of process- and outcome-level data, verbatim comments from participants, and other information deemed necessary for project review. The reporting schedule will be clearly identified in the comprehensive evaluation plan for the project.

### **Section V Part E: Resident Engagement Capacity**

*i. Detailed experience with past resident engagement... Similarity of proposed strategy to previous efforts...* EHC will serve as the Lead Partner for Resident Engagement through work of Jacobsville Join In (JJI). Strategy replicates resident engagement successes achieved through two similar initiatives, Jacobsville Quality of Life Plan/Jacobsville Crime-Free Alliance (Byrne Grant). Both initiatives share a similar focus...to engage/empower residents to affect sustainable change. All of JJI's efforts to date have been tied to three essential community development concepts (recommended by Indiana Association for Community Economic Development (IACED): 1) *Holistic approach*, 2) *Based in community's assets* and 3) *Resident-led – Extent of resident input on project design and execution for previous efforts...* Currently a total of 164 residents and 464 stakeholders are connected to the Jacobsville Quality of Life Plan through volunteer work, input and meetings. JJI's mass mailings reach 2,223 households. In 2015, JJI's outreach/engagement reached a total of 91,177 people (excluding media outreach).

### **Section V Part F: Strength and Extent of Local Government Commitment**

*i. Letter from Evansville Mayor, Lloyd Winnecke demonstrates commitment (Attachment A).*